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Arlington Pond

1996 ANNUAL REPORT

Arlington Pipeline

Salem, NH



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TOWN of SALEM

NEW HAMPSHIRE



Town Report

1996

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TOWN OFFICERS

1996

ELECTED OFFICIALS TERM EXPIRES

Selectmen - Three Year Terms

Robert Campbell, <i>Chairman</i>	1999
Robert L. Ellis, <i>Vice-Chairman</i>	1997
Everett P. McBride, Jr. <i>Secretary</i>	1999
George P. Jones, III	1997
Sandra P. Roulston	1998

Town Clerk - Three Year Term

Barbara Lessard	1999
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Tax Collector - Three Year Term

Cheryl-Ann Bolouk	1999
Jacqueline Gucciardi (Retired)	1996

Treasurer - Three Year Term

John Sytek	1997
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Moderator - Two Year Term

Laurence Belair	1998
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Library Trustees - Three Year Terms

Rosemarie Hartnett, <i>Chairman</i>	1997
Carol Miller	1998
Richard Cooney	1999

Library (Appointed by Trustees)

Eleanor Strang, <i>Director</i>	
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Supervisors of the Check List - Six Year Terms

Janice Habib	2002
Sheila Murray	1998
Joan Sabatini	2000

Budget Committee - Three Year Terms

Bill Rudd, <i>Chairman</i>	1997
Stephen Campbell	1997
Harley Featherston	1998
Robert Mayer	1999
Earl Merrow	1999
Brenda Sack	1998
Fred Kruse, <i>Alternate School Brd. Rep.</i>	
George P. Jones, III, <i>Selectmen Rep.</i>	
Robert L. Ellis, <i>Alt. Selectmen Rep.</i>	

Trustees of the Trust Funds - Three Year Terms

Harley Featherston, <i>Chairman</i>	1998
Michael Garafalo	1999
Terrence Gerlich	1997

APPOINTED OFFICIALS TERM EXPIRES

Conservation Commission - Three Year Terms

Michael J. Lyons, <i>Chairman</i>	1998
Thomas Campbell	1997
Theodore Hatem	1999
Earl Merrow	1999
William Schultz	1998
William Valentine	1997
Thomas Aiello, <i>Alternate</i>	1997
Georgette Smith, <i>Alternate</i>	1999
George P. Jones, III, <i>Selectmen Rep.</i>	
Ross A. Moldoff, <i>Planning Director, Staff Rep.</i>	

Council on Aging - Three Year Terms

Glen Lavallee, <i>Chairman</i>	1997
Robert Castricone	1998
Delbert Downing	1997
Ethel Fairweather	1998
Pat Keegan	1999
Victor Mailloux	1998
Ann St. Hilaire	1999
Sandra P. Roulston, <i>Selectmen Rep.</i>	
Sally Sweet, <i>Elderly Coordinator, Staff Rep.</i>	

Fair Hearing Committee, Three Year Terms

Ethel Fairweather	1997
Coletta Ginnard	1997
Anne Priestley	1997
Robert Loranger, <i>Welfare Admin., Staff Rep.</i>	

Highway Safety Committee - Open Terms

Stephen Mac Kinnon, <i>Police Chief</i>	
Alan Gould, <i>Police Captain, Chairman</i>	
Robert Stanley, <i>Police Safety Officer</i>	
John Nadeau, <i>Fire Chief</i>	
William Duma, <i>Public Works Director (acting)</i>	
Robert L. Ellis, <i>Selectmen Rep.</i>	

Historic District Commission - Three Year Terms

Louise Ackerman, <i>Chairman</i>	1997
Edith Desrosiers	1997
Beverly Glynn	1999
Carol McShane	1997
Donna Smith	1998
Sandra P. Roulston, <i>Selectmen Rep.</i>	

Housing Authority - Five Year Terms

Delbert Downing, <i>Chairman</i>	2000
Patsy Dreyer	2001
James Galluzzo, Jr.	1998

APPOINTED OFFICIALS TERM EXPIRES**Housing Authority - Five Year Terms (cont.)**

Patricia Keegan	1997
Arnold Priestley	1999
Diane Kierstead, <i>Executive Director</i>	
Robert Campbell, <i>Selectmen Rep.</i>	

Museum Committee - Three Year Terms

Louise Ackerman, <i>Chairman,</i>	1998
<i>Historic District Rep.</i>	
Edith Desrosiers, <i>Historic Dist. Rep.</i>	1997
Beverly Glynn, <i>Historic District Rep</i>	1999
Ernest Mack, <i>Historic Society Rep.</i>	1999
Carol McShane, <i>Historic Society Rep.</i>	1998
Arthur Mueller, <i>Historic Society Rep.</i>	1997
Donna Smith, <i>Historic District Rep.</i>	1998
Sandra P. Roulston, <i>Selectmen Rep.</i>	

Planning Board - Three Year Terms

Michael Lyons, <i>Chairman</i>	1998
Bernard Campbell	1997
Emil Corrente	1997
Frank DeCesare	1999
Clifford Sullivan	1998
David Bridge	1999
Arnold Croft, <i>Alternate</i>	1998
James Keller, <i>Alternate</i>	1997
Thomas Pappalardo, <i>Alternate</i>	1999
Robert L. Ellis, <i>Selectmen Rep.</i>	
Ross A. Moldoff, <i>Planning Director, Staff Rep.</i>	

Recreation Advisory Committee - Three Year Terms

Gardner Chase, <i>Chairman</i>	1999
Francis Gugliotta	1998
David Johns	1997
Stephen Kniaz	1997
John Loftus	1999
Tammy Perron, <i>Alternate</i>	1998
Joel Varnick, <i>Alternate</i>	1997
Fred Kruse, <i>School Board Rep.</i>	
Everett P. McBride, Jr., <i>Selectmen Rep.</i>	
Julie Kamal, <i>Recreation Coordinator, Staff Rep.</i>	

Zoning Board of Adjustment - Three Year Terms

Phil DeRosa, <i>Chairman</i>	1998
Francis Champoux	1997
John Doyle	1999
Gerald Forcier	1998
Edward Huminick	1997
Catherine E. Barrett, <i>Alternate</i>	1996
Jonathan McNeal, <i>Alternate</i>	1998
Joseph E. Scionti, <i>Alternate</i>	1998
Edward Suffern, <i>Alternate</i>	1997
Edgardo Umali, <i>Alternate</i>	1999
Sam Zannini, <i>Chief Building Official, Staff Rep.</i>	

TOWN DEPARTMENTS AND STAFF**Town Manager**

Stephen J. Daly, *Town Manager*
Maureen R. Witley

Assessing

Normand Pelletier, *Chief Assessor*
Catherine Arsenault, *Deputy Assessor*
Joyce Desrosiers
Rosemarie Burton

Building

Samuel Zannini, *Chief Building Official*
George Maihos
Warren Winter
Rosemarie Hartnett

Engineering

James Brown, *Senior Engineer*
George Sealy, *Capital Projects Manager*
Joseph Chamberlain
Shirley Begg

Finance

Frances Bernard, *Finance Director*
Linda Casey, *Assistant Finance Director*
Patricia Gaddis
Susan Galvin
Jean Mayo
Barbara Riley
Rena Webster

Fire

John R. Nadeau, *Fire Chief, Emer. Mgmt. Dir.*
Michael Roberts, *Fire Marshal*
Arthur Barnes, *Training/Operations Officer*
Daniel Breton, *Captain*
Kevin Campbell, *Captain*
Kevin Kimball, *Captain*
James Stone, *Captain*
Patsy Dreyer

Health

Suzanne Doucette, *Health Officer*

Human Resources

Mary Donovan, *Human Resources Manager*
Anne K. Priestley
Ginni Johnson

Human Services

Robert Loranger, *Welfare Administrator*
Maureen Sullivan

Town Departments/Staff (Cont.)**Information Services**

John Bernard, *Information Services Manager*
Karen Landry
Brian Clapp

Planning

Ross A. Moldoff, *Planning Director*
Lydia Fortier

Police

Stephen Mac Kinnon, *Chief of Police*
John Boudreau, *Captain*
Alan Gould, *Captain*
Joyce Crocco

Public Works

William Duma, *Director of Public Works (acting)*
Robert Dennis, *Supt. Parks & Properties*
Daniel Pacheco, *Supt. Utilities*
Paul Weed, *Animal Control Officer*
Alice LaValley

Purchasing

Marilyn Pearson, *Purchasing Coordinator*

Senior Citizens Center

Sally Sweet, *Senior Citizens Coordinator*
Frances Berube
Lois Kurgan

Town Departments/Staff (Cont.)**Recreation**

Julie Kamal, *Recreation Coordinator*
Esther Lucey

Tax Collector

Cheryl-Ann Bolouk, *Tax Collector*
Gail Watts, *Deputy Tax Collector*
Patricia Carter
Toni Sullivan

Town Clerk

Barbara Lessard, *Town Clerk*
Mary Fawcett, *Deputy Town Clerk*
Jacqueline Delaney
Ruth Hayes
Barbara LaPointe
De-Anna Tetreault

District Court

Robert D. Marshall, *Justice*
Urville J. Beaumont, *Special Justice*
Michael E. Jones, *Special Justice*
David S. Wajda, *Clerk of Court*
Naomi M. Ireland, *Deputy Clerk*
Brad Mulhearn, *Youth Officer*

Reports from.....

T O W N

B O A R D S,

C O M M I T T E E S

A N D

C O M M I S S I O N S

BOARD OF SELECTMEN



*Robert L. Ellis, Sandra P. Roulston, Robert J. Campbell (Chair),
Everett P. McBride, Jr., George P. Jones, III,*

The year began with the recovery from the drought of 1995 and ended with approaching completion of the pipeline from Arlington Reservoir to begin supplying water in January of 1997. The pipeline is part of a system that will meet Salem's water supply needs for 30 to 50 years.

The Selectmen are working to extend the example of community cooperation that marked the pipeline project to other needs in Salem. The board has proposed a community-wide study of needs for road improvements, water distribution, and sewer systems. We have been making a major effort to get community input on road improvements and other issues.

The flood in October and the widespread loss of power from the December snowstorm showed that we need a more effective way to communicate to the community during emergencies. That will be on our agenda for 1997.

We thank the members of the boards and committees who have served and express our particular thanks to and notice of those who have "retired" from some of these positions: William Bradford and Doris Levesque from the Conservation Commission, Shirley Bennett, Sandra Merrill and Stephanie Micklon from the Council on Aging, Patricia Weber and Doris Beshara from the Housing Authority, John Lukens and Bernard H. Campbell from the Planning Board, and Ed Gabriel from the Recreation Advisory Committee.

The Town Engineer, Ed Blaine, has retired and George Sealy has moved from Public Works to Capital Projects Manager. The organization and leadership positions of those departments will be addressed in 1997.

We remember the passing this year of several who have served the town faithfully and with distinction both in and out of government: Beatrice Gladwin (Assessing Department) Isabel Bushway (Senior Center), Kathryn Mensinger (Kelley Library), Herbert Hutchinson (Public Works), Bill Rogers (SARC), William Scott (Fire Department), William Breen (Police Department) and Gayle Beach (Salem School District). We include Bernard W.M. Campbell who while serving on the School Board was an example of dedicated and honorable service for the whole town.

The Board is looking ahead to 1997 as a year to improve effectiveness in delivering services to the community. It will be a team effort, including town employees, boards and committees, and the public. We need your help to make 1997 a year to remember new and greater things in Salem.

Respectfully submitted,

Robert J. Campbell, Chair

BUDGET COMMITTEE



*Standing: Harley Featherston, Earl Merrow, Brenda Sack;
Seated: Robert Mayer, William Rudd (Chair), Stephen Campbell*

The Salem Budget Committee operates under RSA 32. Part of our duty is to recommend a budget for the annual School District and Town Meetings. Both meetings are held in March.

The Salem Board of Selectmen and the Salem School Board gave their proposed budgets to the Budget Committee to start our review process to add or subtract dollars through a preliminary vote process. We then held a public hearing for residents to give us their input on the budget followed by a final vote on each part of the budget. Our final vote budgets were presented to the Town Meeting and School District Meetings for the registered voters to act on.

We also have a preliminary vote, public hearing and final vote with or without recommendation on all money warrant articles. Our recommended vote is stated at the Town or School District Meeting before each article is voted on. The dollar amount on a warrant article cannot be changed by the Budget Committee, we can only recommend or not recommend them as received.

Two of the largest articles passed at the 1996 Town Meeting were the Arlington Pond to Canobie Lake pipeline construction for \$2,900,000 and two road

resurfacing/reconstruction projects for a total of \$1,375,985.

Salem continues to grow. Property valuations went from \$784,045,990 in 1995 to \$797,178,960 in 1996. Of each \$797,178 Salem spends, after non-property revenue taxes, means \$1/\$1,000 valuation on the tax rate versus \$784,045 in 1995. Valuation was 48% of market value.

When all was said and done, the tax rate for Salem increased from \$45.62 in 1995 to \$47.97 in 1996 or \$2.35 per \$1,000 dollars valuation.

A couple of areas that I believe will continue to put pressure on property taxes are more students due to residential development, road reconstruction programs and health insurance cost for school and town employees.

I would like to thank the other Budget Committee members for making my job as easy as possible and the voters that appeared at our meetings public hearings, school district and town meetings.

Respectfully submitted,

William L. Rudd, Chair

CONSERVATION COMMISSION



*Georgette Smith, Thomas Campbell, Earl Merrow, Theodore Hatem,
Michael Lyons (Chair), William Schultz, William Valentine; missing: Thomas Aiello*

In 1996 the Conservation Commission completed the purchase of 5 acres of land to be preserved as open space up on Zion Hill Road from the Roman Catholic Archdiocese of Manchester. This purchase will go a long way to preserving the character of that area at a time when the town is exploding with new growth. While this parcel does not abut the Town Forest, it is conceivable that a link may be possible someday. The land was acquired with the Commission's Conservation Fund which means that it did not have an adverse affect on the Town's tax rate. Last year town meeting raised the maximum cap on this fund per year to one-hundred thousand dollars. This alone will help in our ability to negotiate for other parcels of land as the value of real estate has continued to rise.

In addition to acquisition of new property, we continue to work on the issue of overall access to the Town Forest. This issue has been a difficult one to address for several years. However, thanks to the efforts of Commission member Ted Hatem, it looks as though we are extremely close to resolving this, and hopefully be breaking ground soon. Ted has been working along side with Planning Director Ross Moldoff to finalize plans for a public parking lot adjacent to the State Shed on Rt. 111. This property is currently owed by the state and we are looking

into a long term lease arrangement.

In 1996 we continued our traditional role of the reviewing of wetland impact applications. Helping to perform this role in 1996, were new members Georgette Smith (an alternate) and Bill Valentine who were appointed by the Selectmen in April.

In closing, I would like to make one more note about Commission membership. I would like to note the significant contribution that Selectman George Jones has made to the Commission for more than 25 years. George's presence at Commission meetings is indispensable, and I believe something that cannot be replaced. In my four years as Chair of the Conservation Commission, George is always the first one that I turn to when I'm not sure of what to do. This community's environment has no greater friend than him. He will be missed.

Respectfully submitted,

Michael J. Lyons, Chairman

COUNCIL ON AGING



*Standing: Victor Mailloux, Glenn Lavallee (Chair), Delbert Downing,
Robert Castricone, Seated: Ethel Fairweather, Patricia Keegan, Ann St. Hilaire*

1996 brought new challenges and fulfillment to the Salem Council on Aging (SCOA). Once again the health fair was a tremendous success, over 500 participated this year.

1996 was also a year of transition of sorts for the council as we become incorporated as a non-profit organization. By taking this action the SCOA is now entitled to apply for Federal/State grants which if approved will increase our ability to offer a greater level of service and care to the elderly community here in Salem while at the same time significantly reducing the costs of these services to the Town.

One such example would be the grant for a new handicap van. The cost for a new handicapped van would cost

\$45,822. With the non-profit status the state pays (80%) \$36,658 and the Town pays (20%) \$ 9,164.

Another area in which the council is hard at work is creating a tax break for qualified seniors here in Salem. This program would award tax credits for volunteer work to the town. This program is in its infancy and we will continue to update you as the new year unfolds.

On behalf of Sally Sweet and the Council on Aging we look forward to the new year and your continued support.

Respectfully submitted,

Glenn Lavallee, President

HOUSING AUTHORITY



Standing: Patsy Dreyer, Diane Kierstead (Exec. Dir.), Delbert Downing (Chair); seated: James Galluzzo, Patricia Keegan, Arnold Priestley

The Salem Housing Authority (SHA) operates the Public Housing Program in the community, which consists of three elderly housing complexes: Millville Arms, Telfer Circle, and Hilda Place. Through this program, the Authority now assists 158 elderly and/or disabled households and maintains a 100% occupancy rate.

The SHA continues to operate the Section 8 Housing Assistance Payments Program, which provides direct rental subsidy payments to private landlords on behalf of program participants. Participants pay 30% of adjusted income toward rent/utility costs. In 1996, the SHA made subsidy payments totaling \$263,861.

The waiting list for the Public Housing Program is open, however, the list for Section 8 remains closed. Though many households are eligible, lack of funding requires applicants to wait a substantial period of time before receiving the needed assistance. The SHA also maintains the waiting list for the Policy Brook Estates rental project, which was constructed under the Affordable Housing Ordinance (adopted by the Town in 1989).

It should be noted that the Public Housing and Section 8 programs are federally subsidized through the U.S. Department of Housing and Urban Development (HUD), whereas the Affordable Housing Program is a local Town-established program. Other efforts to increase affordable housing in the community include the acquisition of

Town-owned property. Two single family homes were transferred to the Authority, have been renovated, and are to be utilized for rental to low-income households.

Each year, the SHA makes a Payment in Lieu of Taxes (PILOT) to the Town of Salem for each of the elderly housing complexes. In 1996, the annual payment totaled \$25,446.68. The Grand Total of PILOT payments to date totals \$308,154.44, in addition to a Grand Total of water/sewer payments of \$342,534.24.

Also in 1996, the SHA was awarded a perfect score (100%) for the fourth consecutive year through HUD's Public Housing Management Assessment Program, thereby once again designated a High Performer.

The SHA continues to seek out means of providing decent, safe, and affordable housing to low and moderate income families within the community. We thank the Town of Salem for their ongoing support and look forward to working closely with the Town of Salem throughout the coming year.

Respectfully submitted,

BOARD OF COMMISSIONERS

Delbert F. Downing, Chair
Arnold Priestley, Vice-Chair
Diane E. Kierstead, PHM, Executive Director

KELLEY LIBRARY BOARD OF TRUSTEES



Carol Miller, Rosemarie Hartnett (Chair), Richard Cooney

The Kelley Library Trustees are pleased to report many major accomplishments were achieved during 1996. Physical plant projects included work on the library's electrical system, the fire alarm system upgrading was completed, the gable end window systems were repaired and the repairs to the parking lot completed.

At a February meeting of the board, we offered a moment of silence for Kathryn Mensinger who passed away early that month. Kathy served as secretary/bookkeeper at the library for over 25 years.

As a result of the March election, Richard Cooney brought to our board his expertise in business technology.

Later in March plans for our April Open House began in earnest and design of our new bar-coded library card was approved. At the April 21 Open House, we celebrated automation of the Kelley Library and applauded everyone who made it possible including special thanks to volunteers who were responsible for bar-coding. The Civil War newspaper donated by the Lennerton Family which was restored and preserved was displayed. An oak stand designed by local crafter, Emil Corrente, made it possible to have this treasure permanently on display in the quiet study room. We invite you to visit the quiet study room and to peruse the Civil War paper reporting

the assassination of President Abraham Lincoln.

We acknowledge the bequest from Madeleine Marois and appreciate the future funds which will make it possible to add to our classical music selection.

The Board of Trustees completed review of all job descriptions and during 1997 will review the salary schedules. When I look over our 1996 goals, I know the great majority of them have been accomplished. I would like to take this opportunity to publicly thank Eleanor Strang for her cooperation, dedication, enthusiastic support and perseverance. It took a tremendous amount of work and energy to complete the automation project. Therefore the trustees would like to add our compliments to those received from the New Hampshire State Library that "the Automation Project and its fiscal handling brings compliments to the library for its excellent organization of the project." All of us are proud of a job well done and sincere appreciation is extended to the director, her staff, the various committees and town departments who assisted us and to the people of Salem who so graciously supported this project.

Respectfully submitted,

Kelley Library Trustees

KELLEY LIBRARY DIRECTOR'S REPORT

For the Kelley Library, 1996 was a year of tremendous change. It was the year when the components of the library's new Automated Library System transformed both the services we offer to the public and the ways in which we carry out our behind-the-scenes functions.

Beginning in January of 1996, seven new computer terminals were installed for public use near the card catalogs on the upper and lower levels of the library. These terminals enable library users to search the contents of our automated catalog in new ways, taking advantage of the enhanced capabilities made possible by automation. Library users have told us that, not only do they enjoy having powerful, computerized access to the Kelley Library's collections, but they also appreciate being able to see the holdings of the ten other New Hampshire libraries which are part of the network we have joined.

Beginning in April of 1996, we began to circulate our media collections (videos, audios, and compact discs) under the Automated System's circulation module, which enables us to use laser scanners and computers to improve our handling of such services as checking materials out and placing reserves. In June, we began circulating our largest collection, cataloged books, under the new system as well. This has greatly enhanced our ability to serve library users at the circulation desks.

1996 saw many other changes at the library, including one on a very sad note. Our secretary, Kathryn Mensinger,

who had worked at the library for over twenty-five years, passed away in February. We all miss her very much and are very grateful for her many years of service. Our night custodian, Henry Fisher, retired in March after working at the library for over ten years.

We miss him as well, and wish him all the best in his retirement.

I would like to take this opportunity to thank the Trustees of the library for their guidance and support, my assistant director, Jean Williams, for her hard work and her many contributions, and all the staff and volunteers of the library for accomplishing the transition from our old manual systems to our new automated systems.

Our plans for 1997 include offering more new services to the citizens of Salem. For people who are curious about the Internet but do not have access to it from their homes, we plan to offer a public computer with access to the Internet. For people who already have Internet access from their homes, we plan to offer the capability to access our automated catalog, and the catalogs of the other libraries in our network, via the Internet. Our goal will be to continue to combine a respect for the past with a vision for the future.

Respectfully submitted,

Eleanor Strang, Director

KELLEY LIBRARY TREASURER'S REPORT

Balance of cash on hand January 1, 1996:	20,905.88
Income, 1996	
Town of Salem	935,115.47
Library Fees	13,435.15
Materials of Trade	20,796.03
Trust Funds	1,398.10
Gifts	1,079.70
Interest	212.28
Total Income:	972,036.73
Total Available Funds, 1996:	992,942.61
Expenses, 1996	
Personal Services	710,275.17
Fees & Charges	7,765.85
Materials of Trade	120,984.28
Supplies	13,976.77
Services & Charges	115,022.87
Equipment	5,538.20
Total Expenses:	973,563.14
Balance of Cash on Hand, December 31, 1996:	19,379.47
Cash Balances, December 31, 1996:	
Cash on Hand	889.48
Checking Account	18,405.45
Petty Cash (2 accounts)	85.54
	19,379.47

1996 KELLEY LIBRARY STATISTICS

"Dedicated to serving you"

The Kelley Library offers not only the latest best-sellers but also current books on every subject; magazines and paperbacks; audio cassettes, video cassettes, and compact discs.

As of December 31, 1996 the library had:

76,174 Books
 14,393 Paperbacks
 533 Current Magazine and Newspaper Subscriptions
 2,705 Compact Discs and LPS
 1,514 Audio Cassettes
 4,114 Video Cassettes
 9,565 Barcoded Library Cards issued

We also offer you:

- Up-to-date information that you need -- career, consumer, small business, personal finance, health, home and auto, etc.
- Access to powerful databases and to CD-ROM products such as Phonedisc, Computer Select, World Book Encyclopedia, American Business Disc, and Infotrac.
- Ability to search the holdings of eight public and two academic libraries, in addition to the Kelley Library collection, through our Online Public Catalog terminals.
- Computerized checkout of library materials.
- Local and State Information.
- Job Resource Center.
- Museum Passes.
- Computer workstation for public use.
- Photocopiers for public use.
- Quiet Study Room within the Reference Department.
- Meeting room facilities for Salem organizations.
- Community bulletin boards and display facilities.
- A comfortable, modern building in which to read, browse, or study, open 68 hours a week, 52 weeks a year.

ADULT CIRCULATION:

Books, Magazines, and Paperbacks	110,276
Compact Discs, Audio Cassettes, and LPS	13,925
Video Cassettes	22,682
Museum Passes	533

ADULT TOTAL:

147,416

CHILDREN'S CIRCULATION:

Books, Magazines, and Paperbacks	72,588
Audio Cassettes	871
Video Cassettes	5,874
Other	1

CHILDREN'S TOTAL	89,334
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TOTAL CIRCULATION	236,750
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OTHER ACTIVITIES AND SERVICES:

2,891	Reserve Requests Processed
1,534	Inter-Library Loans Processed
10,229	Reference and Research Questions Answered
12,990	Overdue Notices and Bills Processed
26,473	Overdue Materials Processed
7,893	Adult Library Cards Issued
1,672	Children's Library Cards Issued
127	Story Hours
2,301	Story Hour Attendance
28	Field Trips and Other Programs
1,334	Field Trips and Other Programs Attendance

MATERIALS PROCESSED:

Books Cataloged and Processed	2,893
Paperbacks Processed	2,421
CD's, Audio and Video Cassettes Cataloged and Processed	579
Microfilm Reels Processed	98
Total Library Materials Processed	5,991
Total Library Materials Withdrawn (damaged, worn out, outdated)	7,291

HISTORICAL MUSEUM COMMITTEE



Standing: Beverly Glynn, Carol McShane; Louise Ackerman; seated: Ernest Mack; missing: Edith Desrosiers, Arthur Mueller, Donna Smith

1996 was a busy year at the Salem Historical Museum. Donations continued to come in: interesting old coins and books, military uniforms, bottles found on the bottom of Canobie Lake, tools & equipment: one of the first electric steam irons, an ironing board with a metal tray underneath to hold the iron, a Maytag wringer washing machine in perfect condition. These, and many other items, were catalogued and put on display in the Museum.

The Museum building itself has been kept in good repair by volunteers and town workers. A number of minor repairs were made. A brand new side door with mail slot and a peep hole was installed, and the restrooms received new floors.

Museum volunteers kept busy with a variety of tasks throughout 1996. In addition to arranging displays and giving tours, they answered many requests for genealogical help. Volunteer Jeff Barraclough prepared a booklet of Salem's Selectmen from the first men to the present, including their dates of service and some of their photographs. The list was presented during a Selectmen's meeting. Other volunteers arranged pictures in scrapbooks and filed newspaper clippings and important papers. Work continued in the vault, sorting and organizing documents, such as marriage intentions and certificates.

In April Louise Ackerman and Carol McShane had a display of historical artifacts in the VFW Kids Fair at Woodbury School. In July the Salem Democrats met at the Museum where everyone enjoyed meeting the future

NH governor, Jeanne Shaheen. In September the Museum Committee hosted the Salem Chamber of Commerce Leadership Class, serving brunch and lunch to the participants, giving talks and a tour. In November Louise Ackerman visited third graders at Lancaster School, speaking to them about Salem's history. She based her talk on questions the children had sent her before her visit.

Perhaps the most exciting events of the year came in November and December. The Historical Society hosted two open houses and book-signing events for the two-volume history of Salem written by Katherine Khalife and Douglas Seed. Dozens of people purchased books, had them signed, and toured the Museum. The authors donated a portion of the proceeds to the Historical Society, which intends to assist the Museum Committee with purchases. The authors also donated two sets of their books to the Museum for its collection.

The Museum is open to the public April through October, Mondays 2-5 p.m. School classes and youth groups are invited to visit any time of the year. Group tours can be arranged by contacting the Curators. Local organizations are invited to hold one meeting in the main room and to tour the Museum.

Respectfully submitted,

Carol McShane, Secretary
The Museum Committee

PLANNING BOARD



*Emil Corrente, David Bridge, James Keller, Michael Lyons (Chair)
Robert Ellis (Selectmen Rep.), Arnold Croft, Frank DeCesare;
missing: Clifford Sullivan, Thomas Pappalardo, Bernard Campbell*

It is with a great sense of pride that I have accepted the request of our Chair, Michael Lyons, to author one more Annual Report of the Planning Board.

The year began with the adoption of several of the zoning changes which were pending at the end of 1995. These included the rezoning of Garabedian Drive, and increasing the lot sizes for lots not on the municipal sewer system. The report of a citizens study committee was adopted by the voters, giving Salem new language in the area of regulation of home-based businesses. A piece of Town meeting business not zoning-related, nevertheless had a big impact on the Planning Board, as the new water line transfer pipe was approved. Eventually this action, along with unusually wet weather, allowed the Selectmen to end the water connection ban which had existed for much of 1995.

As is noted at the end of last year's report, community growth issues remained a big concern. Shortly after Town Meeting, then-Chair John Lukens appointed a citizen study committee to examine the issue of residential growth. This committee met throughout the past year, and eventually produced a report, and a recommended zoning amendment which would establish a limit on the number of residential building permits which can be issued in any one year. As

this report is written, that amendment is on its way to the voters.

Another ongoing obligation of the Board is to continue to prepare and update a Capital Improvements Plan (CIP). Again this year an advisory group met to propose a plan to the Planning Board. Unlike past years, the committee's initial report drew criticism from some members of the Board of Selectmen, who felt certain items were missing. An unusual joint meeting was held between the Selectmen, Planning Board, and its CIP Advisory Committee. The Parties talked about several items, including projects for eventual replacement of the police station, and implementation of traffic management plans. The report was subsequently amended slightly, and then adopted.

The year saw some slow progress in two areas of traffic concerns in which the State of New Hampshire is involved. The Route 111 By-Pass project moved forward, but only after compromises on its route through west Windham. The eastern end through Salem was finalized, and as the year ended, land acquisition talks were underway. One early part of this project may be work on the existing Route 28 & 111 intersection.

In the area of Salem Depot, the appearance of State survey

crews at year end marked the next phase in the possible reconstruction of the Main Street, Route 28 intersection at Salem Depot. With active support from the Town, the State moved ahead on the possible design of needed improvements to this intersection, which many feel is the worst traffic location in our community. This perceived deficiency played a part in one of the more controversial Planning Board actions in 1996, as it turned down a proposed McDonalds at the corner of North Broadway and Willow Street.

Another controversial denial came back again in 1996, as the Superior Court overturned the Planning Board's 1995 denial of the Rosen plan for a large retail shopping center at the site of the former Buy-Rite Warehouse. While the Court found the Board did not act in bad faith, it ruled that the Board was unreasonable in denying the project based on traffic concerns. The effect of the decision was to clear the way for the project without further action by the Planning Board, although other outstanding permits will still need to be obtained.

Residential subdivisions, and the development of "marginal land" took up a lot of time in 1996. Everywhere the Board turned in 1996, it seemed that someone was developing in proximity to prime wetlands. This was the case on Pelham Road, off Zion's Hill Road, and off Route 111. All of this has prompted consideration of a new setback requirement from prime wetlands, and a zoning amendment to accomplish this is still being debated as this report is written. New subdivision activity took place in many area of Town, including North Salem (Nathan's

way), Pelham Road (multiple projects), and Route 111 (Merrill, Gagnon). Several large projects (MPG subdivision, Nalbandian subdivision) spent a whole year in various forms of hearings and consideration.

Perhaps the most significant events in 1996 were internal, and dealt with the changes in Planning Board personnel. The 1996 Town meeting authorized the appointment of alternate members to the Planning Board, and the Board welcomed three new alternates in the late spring. By fall, one of those alternates, Francis DeCesare, became a full member when Chair John Lukens decided not to apply for another term. This brought about another first as Michael Lyons was elected Chair, this at a time while still serving as Chair of the Conservation Commission. Finally, late in 1996, the undersigned decided that ten (10) years on the Planning Board was enough, and it was time to explore other opportunities now available to me. As I write this report, my resignation takes effect in seven days. In the meantime, I take up new duties with the School Board.

The Planning Board will face many of the old problems with new faces in 1997. They will need the support of the citizens and the Town staff in their efforts. As always, citizens are urged to be part of the Planning process and help shape the future of Salem.

Respectfully submitted,

Bernard H. Campbell
Secretary (Ret.)

MAJOR PROJECTS APPROVED BY PLANNING BOARD - 1996

APPLICANT	PROJECT	LOCATION	MAP/LOT
Ford Flower	6000 s.f. retail store	South Broadway	108-827
Bell Atlantic	120' high antennae tower	Raymond Avenue	106-10699
New Broadway	5000 s.f. video store	North Broadway	63-6757
DHB	6 lot subdivision	Brady Avenue	134-8863
Merrill	7 lot subdivision	Route 111	20-6062
M. Homes Trust	5 lot subdivision	Millville Street	56-2774
Consol Group	11,600 s.f. office addition	Keewaydin Drive	97-7863
St. Joseph Properties	6 lot subdivision	Ganley Drive	68-7130
Town of Salem	Pump Station	Wheeler Dam Road	41-6577
Xircom	9,000 s.f. conversion	Keewaydin Drive	106-7858

APPLICANT	PROJECT	LOCATION	MAP/LOT
Gillis	20 lot subdivision-	Pelham Road	112 & 122 - 8496 & 8511
Scudder	114,000 s.f. office bldg	Northeastern Boulevard	88-7501
Gagnon	10 lot subdivision	Route 111	14-6071
Canobie Lake Realty	Water ride & theme area	North Policy Street	70-3608
Staples	Change of use	South Broadway	151-2
Triumphant Cross Church	2790 s.f. addition	Zion Hill Road	26-10319
GHK	61,250 s.f. indus. Bldg	Raymond Avenue	106-10699
Hydra	20,700 s.f. indus. Bldg.	Northwestern Drive	95-10588
Pioneer	reapproval of 2 indus. Bldg. (45,000 s.f.)	Northwestern Drive	96-10575
Salem NH Associates	reapproval of restaurant & auto parts store	South Broadway	151-52

RECREATION ADVISORY COMMITTEE



*Standing: Stephen Kniaz, Gardner Chase (Chair), Joel Varnick;
seated: Frank Gugliotta, Julie Kamal (Staff Representative)*

The Recreation Advisory Committee works hand-in-hand with Salem's Recreation Department. Together we endeavor to expand the recreational opportunities and activities throughout the Town for every demographic group. During the past year we participated in many activities such as the Fishing Derby at Hedgehog Park in April, the Recreation Master Plan for the Town of Salem, obtaining additional land for recreational use and implementation of a Revolving Fund which will expand the recreational activities provided with no increase in budget.

The Committee, a wonderful group of concerned and caring citizens, meets monthly. We provide a leadership role in the Town relative to recreational issues, continually monitor current recreational programs and work at strategically planning for new and varied recreational facilities.

We are very proud of the progress the committee continues to make in our effort to improve the quality of life for all of Salem's active citizens. We invite you to attend a meeting and share your ideas with us.

Thanks go to Everett McBride, the Board of Selectmen's representative, and to Fred Kruse, the School Board's representative for their contributions. A very special thanks and congratulations go to Ms. Nancy Stickney who recently resigned from the Committee having made very significant contributions to our efforts, in order to take on the new challenges of representing Salem in the State Legislature.

Respectfully submitted,

Stephen Kniaz, Chair

SPICKET RIVER SUBCOMMITTEE



*Seated: Ron Sorenson, Patricia Corbett, Annemarie Gillis, Paul St. Armand;
Standing: Thomas Aiello, Michael Lyons, William Valentine, Frank Lyons*

In 1996, we closed out the main cleanup phase of the Spicket River Project with a ribbon cutting ceremony at the old fire house on Bridge Street. This marked the official opening of the Spicket River in Salem as a clear and navigable waterway. It is now possible to canoe the entire river from Wheeler Dam all the way to the state line. This is a far cry from where we were 3 years ago when this started when similar trip could not even be done in one span of daylight.

We finished 1995's cleanup efforts having completed the river only to Edmund's Circle (off of Lawrence Road). This left the river from Lawrence Road to the state line for 1996. This being the most difficult section of river in terms of man made debris, because of the inevitable conflict with the Town's retail district, we knew we had our work cut out for us.

To complete the main phase of the cleanup in 1996, we scheduled 7 regular cleanup dates in which we got over 200 volunteers. We pulled out tons of debris and cut up 50-60 trees that were blocking the path for river navigation. In addition, we were fortunate enough, thanks to our Senator Judd Gregg, to obtain the aid of the New Hampshire National Guard in the removal of 3 very large trees (greater than 30" in diameter). In addition to the cleanup itself we started a water quality testing program that we plan to continue in 1997. The goal of this is to identify potential sources of pollutants making their way into the river.

The Spicket River Committee has been operating as a subcommittee of the Conservation Commission for 3 years now. During 1996, the Conservation Commission amended its bylaws so that the board is committed each year to appoint new members or reappoint old ones to what is now a permanent subcommittee of the Conservation Commission. By doing so, the Commission commits itself to the maintenance of the Spicket River like it has been doing for years in the Town Forest.

It is difficult to thank everyone, business, town office, and organization that helped us out because it truly was a community wide effort, without forgetting someone, but you know who you are and please accept our thanks again at this time. I would like to thank all of the current River Committee members pictured above in addition to those who served in previous years.

In the future, we will be working to identify new access points for public use, but in the meantime get out there and use it. You'll be surprised to see what we have right here in Salem.

Respectfully Submitted,

Michael J. Lyons

TRUSTEES OF TRUST FUNDS



Michael Garofalo, Harley Featherston (Chair), Terrence Gerlich

The Trustees of Trust Funds are authorized by NH State Statute to invest and manage funds which have been given, appropriated or willed to the Town for various purposes. Trust Funds are held to maintain cemetery plots, purchase library or educational material, and scholarships, to mention a few.

There are also Capital Reserve Funds which are appropriated for road improvements, school district improvements or purchase of capital equipment. The day-to-day management of these funds has been performed by

Citizens Investment Services (previously First NH Investment Services) in Exeter since April 1994.

If you have any questions or suggestions, please contact the Trustees at the Municipal Office Building.

Respectfully submitted,

Harley Featherston, Chair

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1996

Date of Creation	NAME OF TRUST FUND List first those trusts invested in a common trust fund	PURPOSE OF TRUST FUND	HOW INVESTED (If Common Stock, bonds, etc. must be stated)	Orig. Bal	PRINCIPAL				INCOME			Balance End Year	Principal & Income
					Balance Beginning Year	Additions/ New Funds Created	Gains or (Losses) on Sale of Securities	Capital Gain Dividends	Balance End Year	Earned During Year	Expended During Year		
NON-EXPENDABLE TRUST FUNDS:													
	A & O Hall	Flowers			\$296,141	\$0.00	\$45.37	\$0.25	\$311.76	\$16,736	\$18,658	\$15,421	\$327,184
	Ackerman Mem Sch	Scholarship			\$3,436,777	0.00	178,361	2.94	3,618.08	184,229	216,569	178,938	3,797,018
	Albert Kelly III	Annual Scholarship			\$3,763,988	0.00	195.34	3.22	\$3,962.55	301,220	312,726	2,155,584	6,118,137
	Alice R. Dustin	Flowers			\$148,095	0.00	7,669	0.13	155.91	8,370	9,329	7,714	163,622
	Anna B. Taylor	Flowers			\$296,179	0.00	15,337	0.25	311.80	16,739	18,658	15,426	327,230
	Annie B. Stevens	Flowers for Lot			\$98,704	0.00	5,120	0.08	103.91	5,579	6,219	5,146	109,057
	B Howard Smith	Flowers			\$49,342	0.00	2,560	0.04	51.95	2,789	3,110	2,571	54,516
	Bailey John	Books for Library			\$2,100,516	0.00	109,011	1.80	2,211.33	118,710	132,360	109,369	2,320,695
	Bicentl Scholar	Scholarship			\$6,581,496	0.00	445,361	7.35	9,034.20	485,073	542,508	446,869	9,481,071
	Blodgett/Clark	Cemetery Lot Maint			\$1,974,229	0.00	102,456	1.69	2,078.38	111,573	124,408	102,785	2,181,162
	C Cross/W Priest	Flowers			\$148,095	0.00	7,669	0.13	155.91	8,370	9,329	7,714	163,622
	Perpetual Care	Flowers			\$79,366,433	5,915.00	4,118,951	67.93	\$4,009.36	4,456,073	4,450,421	4,105,412	93,573,727
	Various	Flowers			\$1,677,961	0.00	87,808	1.44	\$1,766.48	94,830	105,739	87,363	1,853,842
	General Maintenance	Flowers			\$170,718,442	0.00	8,859,932	146.13	\$179,724.49	9,648,081	10,757,749	8,888,138	188,612,829
	Flowers for Lot	Cemetery Fund			\$98,704	0.00	5,120	0.08	103.91	5,579	6,219	5,146	109,057
	Chas A Quimby	Flowers			\$98,727	0.00	51.24	0.85	1,039.35	55,795	62,215	51,401	1,090,755
	Chas McLaughlin	Lot Care			\$98,694	0.00	5,120	0.08	103.90	5,578	6,219	5,144	109,044
	Clarence J. Sylvian	Flowers			\$592,329	0.00	30,741	0.51	623.58	33,475	37,327	30,839	654,416
	Clarence Cameron	Flowers			\$98,694	0.00	5,120	0.08	103.90	5,578	6,219	5,144	109,044
	Clyde R. Coolidge	Flowers			\$197,417	0.00	10,251	0.17	207.83	11,157	12,439	10,282	218,113
	Council/Ine Arts	Flowers			\$428,488	0.00	22,241	0.37	451.09	24,216	26,997	22,315	473,408
	Edm. H. Pettigill	Books for Library			\$197,417	0.00	10,251	0.17	207.83	11,157	12,439	10,282	218,113
	Enoch Taylor	High School Support			\$42,897,313	0.00	2,226,228	36.72	\$45,160.31	2,424,326	2,703,187	2,233,377	47,393,687
	Franklin Linahan	Annual Scholarship			\$2,802,708	0.00	721.00	11.89	\$14,625.60	922,534	1,072,665	3,236,953	17,862,555
	G Burkhardt	Flowers			\$296,091	0.00	15,337	0.25	311.71	16,734	18,658	15,421	327,131
	G P Henderson	Flowers			\$296,160	0.00	15,337	0.25	311.78	16,738	18,658	15,426	327,208
	Gertrude Silver	Flowers			\$197,417	0.00	10,251	0.17	207.83	11,157	12,439	10,282	218,113
	Harold J. Rolfe	Flowers			\$296,091	0.00	15,337	0.25	311.71	16,734	18,658	15,419	327,131
	Howard Smith	Flowers			\$296,081	0.00	15,337	0.25	311.70	16,733	18,658	15,419	327,131
	J & T Consoli	Flowers			\$296,150	0.00	15,337	0.25	311.77	16,737	18,658	15,423	327,208
	John Dix	Public Improvements			\$18,958,350	0.00	983.90	16.23	\$19,958.48	1,071,423	1,195,013	986,674	\$20,945.15
	John McVoy	Care of Needy			\$68,610,435	0.00	3,580,713	56.73	\$72,229.90	3,877,490	4,323,458	3,572,079	\$75,801.98
	Lancaster	Lot Care			\$2,467,435	0.00	128.06	2.11	\$2,597.62	139,997	165,827	128,976	\$2,728.60
	Spelling B	Selectman's Disc			\$98,242,633	0.00	5,098.58	84.09	\$103,425.31	5,640,019	6,044,247	6,995,193	\$110,420.50
	Spelling B	Spelling Bee Prizes			\$2,001,282	0.00	103.86	1.71	\$2,106.86	113,102	128,439	104,193	\$2,211.05
	Laura Taylor	Flowers			\$197,417	0.00	10,251	0.17	207.83	11,157	12,439	10,282	218,113
	M Janigan	Flowers			\$296,189	0.00	15,337	0.25	311.82	16,739	18,659	15,426	327,241
	Madelaine A. Little	Salem Elem Sch Books			\$2,961,157	0.00	153.68	2.54	\$3,117.37	167,349	186,592	15,423	\$3,271.54
	Margaret Gurney	Flowers			\$296,150	0.00	15,337	0.25	311.77	16,734	18,658	15,423	\$327.20
	Mario Bucheri	Mem Site Care			\$246,740	0.00	12,881	0.21	259.76	13,945	15,548	12,848	\$272.61
	McClary Teller Fund	Upkup of Salem Cir Cem			\$5,519,779	0.00	8,610.97	4.73	\$10,810.97	311,948	347,821	287,386	\$6,098.36
	Orday	School Support			\$737,006	0.00	38,295	0.63	775.89	41,652	46,441	38,379	\$814.27
	R Noyes	Flowers			\$296,160	0.00	15,337	0.25	311.78	16,738	18,658	15,424	\$327.21
	Flowers for Lot	Flowers			\$49,342	0.00	2,560	0.04	51.95	2,789	3,110	2,571	\$54.52
	Flowers for Lot	Flowers			\$49,342	0.00	2,560	0.04	51.95	2,789	3,110	2,571	\$54.52
	S L Rogers	Flowers for Lot			\$197,417	0.00	10,251	0.17	207.83	11,157	12,439	10,282	\$218.11
	S & T Roberts	Flowers			\$26,838,616	0.00	1,392,827	22.97	\$28,254.46	1,835,686	144,591	9,236,335	\$37,490.79
	Salem Hist Com	Historical Prizes			\$550,945	0.00	28,591	0.47	580.01	58,732	553,776	54,107	\$634.12
	School Prize	School Prizes			\$296,141	0.00	15,337	0.25	311.76	16,736	18,658	15,421	\$327.18
	Serenia Hall	Assist Needy Children			\$4,992,567	0.00	259,101	4.27	\$5,255.94	345,800	27,238	1,803,109	\$7,059.05
	Simpson-Maxwell	District Nurses			\$23,510,101	0.00	1,220,121	20.12	\$24,750.35	1,328,684	1,481,866	1,224,029	\$25,974.38
	W. Westerdale	Flowers			\$296,189	0.00	15,337	0.25	311.82	16,739	18,659	15,429	\$327.24
	Walter E. Kimball	Flowers			\$98,704	0.00	5,120	0.08	103.91	5,579	6,219	5,146	\$109.06
	Watts, Donald and Ed	Flowers			\$293,212	0.00	15,222	0.25	308.68	16,570	18,455	15,270	\$323.95
TOTAL NON-EXPENDABLE FUNDS					\$591,826.75	\$5,915.00	\$30,714.54	\$506.58	\$628,962.87	\$34,142.15	\$36,277.64	\$46,547.46	\$675,510.33

REPORT OF THE TRUST FUNDS OF THE TOWN OF SALEM, NII ON DECEMBER 31, 1996

Date of Creation	NAME OF TRUST FUND <small>List first three trusts invested in a common trust fund</small>	PURPOSE OF TRUST FUND	HOW INVESTED <small>Whether bank deposits, Stocks, bonds, etc (If Common Trust Fund, list first three)</small>	PRINCIPAL					INCOME			TOTAL Principal & Income
				Balance Beginning Year	Additions/ Withdrawals Net Created	Gains or (Losses) on Sale of Securities	Capital Gain Dividends	Balance End Year	Balance Beginning Year	Earned During Year	Expanded During Year	
	EXPENDABLE TRUST FUNDS:											
	Depot Improvement Trust Fund			\$342,900.77	86,527.08	0.00	0.00	429,427.85	\$0.00	15,788.06	15,788.06	0.000
	Performing Arts			\$521.64	25.93	0.00	0.00	547.47	\$0.00	24.02	24.02	0.000
	Selfert Auditorium			\$5,457.62	3,411.87	0.00	0.00	8,869.49	\$0.00	251.28	251.28	0.000
	Strategic Plan			\$7,335.71	363.05	0.00	0.00	7,698.76	\$0.00	337.76	337.76	0.000
	Historic District Maintenance			\$2,344.22	(273.39)	0.00	0.00	2,070.83	\$0.00	107.93	107.93	0.000
	Pelham Road			\$111,689.69	5,527.22	0.00	0.00	117,216.91	\$0.00	5,142.49	5,142.49	0.000
	Sidewalk			\$3,764.11	3,336.16	0.00	0.00	7,100.27	\$0.00	173.31	173.31	0.000
	Rte 28 Road Improvement			\$99,112.29	4,905.06	0.00	0.00	104,017.35	\$0.00	5,485.40	5,485.40	0.000
	TOTAL EXPENDABLE FUNDS			\$573,126.05	\$103,822.88	\$0.00	\$0.00	\$676,948.93	\$0.00	\$27,310.25	\$27,310.25	\$0.00
	TOTAL COMBINED FUNDS											
				\$1,164,952.80	\$109,737.88	\$30,714.54	\$506.58	\$1,305,911.80	\$47,682.94	\$61,452.40	\$62,587.89	\$46,547.46
	CAPITAL RESERVE FUNDS											
	School District Reconstruction			\$80,032.12	4,313.20	0.00	0.00	84,345.32	\$0.00	4,896.28	4,896.28	0.000
	Pelham Street			\$18,194.68	(5,225.75)	0.00	0.00	12,968.93	\$0.00	1,113.13	1,113.13	0.000
	Pelham Road Improvement			\$10,875.57	586.14	0.00	0.00	11,461.71	\$0.00	665.36	665.36	0.000
	Road Improvement			\$247,016.51	107,711.17	0.00	0.00	354,727.68	\$0.00	15,112.21	15,112.21	0.000
	Salem Revaluation			\$136,169.35	75,182.35	0.00	0.00	211,351.70	\$0.00	8,330.70	8,330.70	0.000
	Salem Recreation Land			\$5,187.40	279.58	0.00	0.00	5,466.98	\$0.00	317.36	317.36	0.000
	Fire Fighting Apparatus			\$190,883.29	(181,116.72)	0.00	0.00	9,746.57	\$0.00	11,076.82	11,076.82	0.000
	TOTAL CAPITAL RESERVES			\$688,338.92	\$1,729.97	\$0.00	\$0.00	\$690,068.89	\$0.00	\$42,111.85	\$42,111.85	\$0.00
	TOTAL ALL FUNDS											
				\$1,853,291.72	\$111,467.85	\$30,714.54	\$506.58	\$1,995,980.69	\$47,682.94	\$103,564.25	\$104,699.74	\$46,547.46
												\$2,042,528.15

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NII ON DECEMBER 31, 1996

TOW INVESTED				PRINCIPAL			INCOME			TOTAL
Shares Unit	DESCRIPTION OF PRINCIPAL	Balance Beginning Year	Additions/ Purchases	Capital Gains (Losses)	Proceeds from Sales	Balance End Year	Expected During Year	Income During Year	Balance End Year	Principal & Income
NON-EXPENDABLE FUNDS										
Cash & Cash Equivalents										
26,000	US Treasury Note 7.60% due 05/15/02	\$41,265.32	74,820.77		88,904.30	27,181.76	2,689.27	4,343.06	1,653.79	28,835.59
26,000	US Treasury Note 8.25% due 02/15/03	\$0.00	25,882.81			25,882.81	0.00	626.70	0.00	26,509.51
20,000	US Treasury Note 8.25% due 02/15/04	\$0.00	19,950.00			19,950.00	0.00	467.03	0.00	20,417.03
26,000	US Treasury Note 7.50% due 05/15/04	\$0.00	26,351.56			26,351.56	0.00	1,125.34	0.00	27,476.90
26,000	US Treasury Note 7.50% due 02/15/05	\$0.00	26,804.69			26,804.69	0.00	700.65	0.00	27,505.34
32,000	US Treasury Note 8.25% due 06/30/98	\$0.00	24,980.47			24,980.47	0.00	717.56	0.00	25,698.03
32,000	US Treasury Note 8.76% due 11/15/97	\$37,471.82		(480.59)	20,021.88	10,059.35	0.00	2,427.15	0.00	20,480.70
32,000	US Treasury Note 7.875% due 11/15/99	\$27,817.86		(195.31)	90,242.19	27,817.86	0.00	3,937.52	0.00	33,724.14
32,000	US Treasury Note 6.13% due 05/15/98	\$50,437.50		(195.31)	35,000.00	0.00	0.00	1,161.06	0.00	5,006.28
32,000	US Treasury Note 8.25% due 11/15/98	\$33,867.97		1,132.03		0.00	0.00	1,264.85	0.00	2,426.01
32,000	US Treasury Note 8.25% due 12/15/01	\$30,024.14				30,024.14	0.00	4,812.52	0.00	34,836.66
32,000	US Treasury Note 8.00% due 10/1/01	\$17,755.23				15,753.23	0.00	2,100.00	0.00	1,753.23
32,000	US Treasury Note 8.00% due 10/1/01	\$17,687.44		(340.27)	7,998.85	17,507.44	0.00	1,356.00	0.00	18,863.44
32,000	US Treasury Note 7.75% due 9/15/05	\$26,038.67		827.13	8,738.36	10,792.24	0.00	1,356.00	0.00	12,148.24
32,000	US Treasury Note 8.00% due 9/15/05	\$22,548.28		6.77	2,736.10	6,121.61	0.00	2,334.23	0.00	8,456.84
32,000	US Treasury Note 8.00% due 9/15/09	\$5,989.75	(2,404.27)	163.10	8,348.58	0.00	0.00	5,616.22	0.00	28,969.88
32,000	AT & T Corp	\$6,707.48				6,707.48	0.00	247.50	0.00	7,487.71
32,000	Abbott Labs	\$5,660.25				5,660.25	0.00	354.12	0.00	6,262.23
32,000	Altria Group	\$0.00				0.00	0.00	144.34	0.00	7,633.34
32,000	Altria Group	\$7,899.38		227.97	8,127.35	0.00	0.00	268.00	0.00	8,397.35
32,000	Amgen Inc	\$4,145.85				4,145.85	0.00	308.10	0.00	4,453.95
32,000	Amgen Inc	\$5,044.50				5,044.50	0.00	77.00	0.00	5,121.50
32,000	Armstrong World	\$5,827.25		610.81	5,555.31	8,547.75	0.00	6.00	0.00	9,103.75
32,000	Armstrong World	\$5,958.13				5,827.25	0.00	88.00	0.00	5,915.25
32,000	Bell Atlantic	\$9,729.25				9,729.25	0.00	217.00	0.00	10,146.25
32,000	Bell Atlantic	\$4,735.02				4,735.02	0.00	208.00	0.00	5,143.02
32,000	Bell Atlantic	\$4,735.02				4,735.02	0.00	208.00	0.00	5,143.02
32,000	Boeing Corp	\$5,622.60				5,622.60	0.00	222.00	0.00	5,844.60
32,000	Boeing Corp	\$5,710.00				5,710.00	0.00	217.00	0.00	5,927.00
32,000	Boeing Corp	\$5,620.00				5,620.00	0.00	248.00	0.00	5,868.00
32,000	Boeing Corp	\$5,989.00		358.18		6,347.18	0.00	0.00	0.00	6,347.18
32,000	Boeing Corp	\$9,729.25				9,729.25	0.00	217.00	0.00	10,146.25
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32,000	Boeing Corp	\$5,622.60				5,622.60	0.00	222.00	0.00	5,844.60
32,000	Boeing Corp	\$5,710.								

REPORT OF THE TRUST FUND INVESTMENTS OF THE TOWN OF SALEM, NH ON DECEMBER 31, 1996

Account or Title	HOW INVESTED	PRINCIPAL				INCOME			TOTAL Principal & Income
		Balance Beginning Year	Additional Purchases	Capital (Losses)	Proceeds Sales	Balance Beginning Year	Income During Year	Expected During Year	
100 Phelps Dodge Corp		\$0.00	6,332.00			6,332.00	50.00	0.00	6,382.00
100 Procter & Gamble		\$6,272.50				6,272.50	170.00	0.00	7,007.50
130 Sears Corp		\$2,164.00		553.03	3,517.03	232.06	285.00	0.00	218.86
150 Schering-Plough Corp.		\$0.00	9,723.00			9,723.00	46.80	0.00	9,772.50
200 Sunamerica		\$0.00	7,314.00			7,314.00	40.00	0.00	7,354.00
220 TRW Inc		\$7,559.75				7,559.75	20.00	0.00	8,000.95
145 Teasco Inc	2 for 1 stock split	\$9,003.88				9,003.88	216.70	0.00	10,002.38
125 Travelers, Inc.		\$0.00	6,802.50			6,802.50	476.00	0.00	7,454.25
2,842,018 Y Rone Price Int'l Black Fd		\$30,000.00	4,000.00			34,000.00	18.75	0.00	34,595.78
		\$591,826.73	\$316,160.90	\$30,714.54	\$342,327.06	\$596,319.51	\$455.92	0.00	\$597,130.33
	Total Non-Expendable Funds					\$47,682.94	\$2,689.22		\$49,135.82
	EXPENDABLE FUNDS								
3053007205	DEPOT IMPROVEMENT								
	Cash & Cash Equivalents	342,900.77	86,027.08	0.00	0.00	428,927.85	19,109.87	19,109.87	448,437.85
3053007162	PERFORMING ARTS								
	Cash & Cash Equivalents	521.64	25.83	0.00	0.00	547.47	86.06	86.06	547.47
3053007161	SEIFERT AUDIT								
	Cash & Cash Equivalents	5,457.62	3,411.67	0.00	0.00	8,869.49	397.70	397.70	9,267.19
3053007170	STRATEGIC PLAN								
	Cash & Cash Equivalents	7,335.71	363.05	0.00	0.00	7,698.76	394.69	394.69	8,093.45
3053007169	HISTORICAL DISTRICT								
	Cash & Cash Equivalents	2,344.22	104.61	0.00	376.00	2,824.83	113.71	113.71	2,938.54
3053007188	PELHAM ROAD								
	Cash & Cash Equivalents	111,689.69	5,527.22	0.00	0.00	117,216.91	6,007.86	6,007.86	123,224.77
3053007287	SIDEWALK								
	Cash & Cash Equivalents	3,784.11	3,336.16	0.00	0.00	7,120.27	278.44	278.44	7,398.71
3053010022	RT 26 ROAD IMPROVEMENT								
	Cash & Cash Equivalents	95,112.29	4,605.06	0.00	0.00	99,717.35	6,485.40	6,485.40	106,202.75
	Total Expendable Funds	\$572,126.09	\$109,200.88	\$0.00	\$376.00	\$681,703.97	\$31,873.64	\$31,873.64	\$713,577.61
	TOTAL COMBINED FUNDS	\$1,164,952.76	\$420,361.78	\$30,714.54	\$342,703.06	\$1,626,022.14	\$68,752.26	\$68,752.26	\$1,694,774.40
	CAPITAL RESERVE FUNDS								
3053007214	SCHOOL DISTRICT RECONSTRUCTION								
	Cash & Cash Equivalents	80,032.12	4,313.20	0.00	0.00	84,345.32	4,313.20	4,313.20	88,658.52
3053007241	SALEM STREET								
	Cash & Cash Equivalents	18,194.68	709.93	0.00	5,935.88	24,840.49	709.93	709.93	25,550.42
3053007232	PELHAM ROAD								
	Cash & Cash Equivalents	10,675.57	586.14	0.00	0.00	11,261.71	586.14	586.14	11,847.85
3053007223	ROAD IMPROVEMENT								
	Cash & Cash Equivalents	247,016.51	1,357,213.31	0.00	1,249,502.14	3,854,731.96	23,430.84	23,430.84	3,878,162.80
3053007722	SALEM REVALUATION								
	Cash & Cash Equivalents	136,169.35	75,182.35	0.00	0.00	211,351.70	6,932.35	6,932.35	218,284.05
3053010031	FIRE FIGHTING APPARATUS								
	Cash & Cash Equivalents	190,863.29	3,859.61	0.00	184,976.53	399,699.43	3,859.61	3,859.61	403,559.04
3053007731	SALEM RECREATION LAND								
	Cash & Cash Equivalents	5,187.40	279.58	0.00	0.00	5,466.98	279.58	279.58	5,746.56
	TOTAL CAPITAL RESERVE FUNDS	\$688,338.92	\$1,442,144.32	\$0.00	\$1,440,414.35	\$2,570,048.23	\$42,111.95	\$42,111.95	\$2,612,160.18
	TOTAL FUNDS	\$1,853,291.70	\$1,862,506.10	\$30,714.54	\$1,761,120.01	\$2,940,766.43	\$108,127.64	\$108,127.64	\$3,048,894.07

ZONING BOARD OF ADJUSTMENT



*Standing: Catherine Barrett, Edgardo (Jo Jo) Umali;
seated: Frank DeCesare, Ed Suffern, Philip DeRosa (Chair), Gerald Forcier,
Edward Huminick; missing: John Doyle, Jonathan McNeal, Joseph Scionti*

The Board of Adjustment is comprised of five regular and five alternate members who are appointed by the Board of Selectmen. The Building Department acts as the Board's agent in determining which citizens request, whether for building or use, do not conform to the Salem Zoning Amendments. These cases of non-conformity are presented to the Board of Adjustment as either variance requests of special exceptions for acceptance or denial. In some cases stipulations may be applied. The Board of Adjustment also renders decisions regarding appeals of building official decisions.

The actions of the Board of Adjustment are mandated by both State RSA's and the Salem Town Ordinance. The Board of Adjustment's decisions for either a variance or special exception are determined by the applicable criteria.

During 1996, the Board of Adjustment deliberated on 73 variance petitions. 37 of those were granted by majority vote while 26 were denied. The remainder were granted with stipulations. In addition, the Board acted on 30 appeals of Building Department decisions, special exceptions and re-hearing requests. The Board of Adjustment normally hears petitions the first Tuesday of

each month and renders decisions the same evening. The Board is televised on local cable channel 38.

Rosemarie Hartnett was replaced as Board Secretary and resource person this year and we wish her the best in all her endeavors. Her years of dedicated serve are greatly appreciated.

I would like to thank all Zoning Board members and alternate for taking the time from their personal schedules to dedicate the time and effort that each month agenda demands. As development in Salem continues, the requests before the Board have become more complex requiring this seasoned Boards complete devotion.

The public's input at our meetings is welcomed and oftentimes enlightening. I encourage your continued participation. Please do not let viewing our meetings on television substitute for your involvement and presence at our hearings.

Respectfully submitted,

Philip A. DeRosa, Chair

Reports from.....

T O W N

D E P A R T M E N T S

A N D

S A L E M

D I S T R I C T

C O U R T

TOWN MANAGER

The work product and the quality of services provided to the community during 1996 are the result of the hard work and dedication of the many elected and appointed citizens who serve on the town's boards and committees and our workforce of 230 men and women. The fruits of their efforts, individual and combined, have helped to make Salem a safe and appealing place to live. Please take time to read this annual report. The synopses of the year's events and accomplishments provided by each department are informative and interesting.

I am pleased to report that 1996 was a landmark year for the Town of Salem. After some 30 years, the search for alternative sources of water supply ended. In March, the townspeople voted to build the Arlington pipeline. The five mile, 24 inch diameter pipe can deliver up to 10 million gallons per day of Spicket River water to the Canobie Lake water treatment plant for use in the public water supply. After obtaining a further state permit, the volume in excess of the town's daily demand can be deposited into Canobie Lake to keep it as full as possible throughout the year. The pipeline is estimated to meet Salem's water needs beyond the next 30 years. Development of the Turner well, which was set aside as an option early in the year, will not occur because of extreme hard water characteristics. The bond authorization for that project will be rescinded at the '97 annual town meeting.

High on the priority list for 1996 was a reorganization of the building, inspections and planning departments into a community development group. The goal was to streamline the workgroup, improve customer service and process flow and to bring like operations together as a service delivery team. Very tight budgetary constraints prevented making the physical renovations needed before the end of the year. Even so, some changes were made. The position of engineering director was dropped and replaced with a capital projects manager. The new position is focused on planning, implementing and managing all significant capital projects related to roads, water, sewer, buildings and grounds. A community development director position will take leadership of the group and add a focus on planning concepts and foresight that has been lost in the day-to-day process effort of the

planning department. The consolidation plan will be implemented early in 1997 and is expected to show quick success.

In the spring, a new human resources manger joined the town's management team. The position was filled after several years of having been budgeted but unoccupied. Mary Donovan brings with her 15 years of human resources experience in public school and health care environments. Her efforts will not only support the town's workforce, but also help to ensure that tax dollars are properly spent.

Another significant personnel change saw George Sealy leaving his post as public works director after 7 years. Mr. Sealy lead the department through a difficult period, building it into a productive operation that today is timely and effective in its service delivery. George has taken on the new role of capital projects manager. His understanding of the town's infrastructure needs and their operation, along with his diligent project planning and tenacity with regulators and contractors are particularly suited to Salem's current needs.

Please join me in extending the community's gratitude for the service and dedication of the following municipal employees who departed town service in 1996.

Edward Blaine, <i>Engineering</i>	12 years service
Walter Cibulski, <i>Public Works</i>	16 years service
Henry Fisher, <i>Flint Library</i>	10 years service
Jackie Gucciardi, <i>Tax Collector</i>	18 years service
Ronald St. Armand, <i>Fire</i>	20 years service

There are many services that the town renders. Many opportunities for improvement and economy exist. Significant measures to move the business of Salem's government in that direction will occur in 1997. As an organization, we are looking forward to the challenge.

Respectfully submitted,

Stephen J. Daly
Town Manager

ASSESSING DEPARTMENT**SUMMARY INVENTORY**

	<u>1995</u>	<u>1996</u>
LAND	224,988,870	226,916,040
BUILDINGS	555,979,720	567,308,120
UTILITIES	7,975,500	7,975,500
TOTAL GROSS VALUATION	788,944,090	802,199,660
ELDERLY EXEMPTIONS	4,703,100	4,780,700
BLIND EXEMPTION	195,000	240,000
TOTAL NET VALUATION	784,045,990	797,178,960
TAXES BEFORE VETERANS EXEMPTION	35,768,178	38,240,675
MINUS VETERANS EXEMPTION	191,900	193,100
NET PROPERTY COMMITMENT	35,576,278	38,047,575
TAX RATE	45.62	47.97
TOTAL CURRENT USE ACREAGE	2,230.93	2,162
TOTAL FULL VALUE	5,459,550	5,220,050
ASSESSMENT UNDER CURRENT USE	145,500	141,570
ASSESSMENT REDUCTION DUE TO CURRENT USE	5,314,050	5,078,480

Respectfully submitted,

Normand Pelletier, CNHA
Chief Assessor

BUILDING DEPARTMENT

The year 1996 was a very busy year for the Building Department. We issued more than 2,330 permits - 98 of which were for single family dwellings, four for duplex dwellings and four commercial buildings. We brought in over \$167,858 in permit fees for building, electrical, plumbing and gas permits.

In March of 1996, the Town voted to allow minor and major home businesses in Residential Rural and Recreational Districts. Packets of information on these uses are available in the Building Department. At year end, 18 permits were issued for minor home businesses and no permits for major home businesses.

The week of October 21 was a trying time for the people living and doing business in the Town of Salem. Many people suffered from water damage and the problems resulting from flooding in our streets, dwelling units, and commercial buildings. Then again in early December, heavy snow and rain brought more damage and property destruction. The extra work and unanticipated situations made schedules and workloads hectic. The emergency management team was working throughout both of the emergency conditions and it proved to be a positive team

time for Building Department personnel who served the public and functioned as a whole unit. Not only were emergency situations handled in a professional and courteous manner, but also the daily operation of the Building Department continued and the additional demands of storm repairs were met.

I would like to take this opportunity to thank my staff for their efforts in providing good public service, assurance of safety at all times and continued operation of a department that, at times, was pulled in many directions.

It is our intent to continue meeting the needs of the Salem community through the permit process, site inspections, code compliance and zoning issues.

From the entire team of Sam, Warren, George and Ro, we extend to you a happy and healthy new year.

Submitted by,

Samuel Zannini
Chief Building Official

ENGINEERING DEPARTMENT

Salem's Department of Engineering is responsible for providing the Town with essential professional engineering services. This has become increasingly difficult as work loads have increased and staffing levels have been reduced over the last several years. In August of 1986 the Engineering Department consisted of one Director of Engineering (P.E.), one Town Engineer (P.E.), three Senior Engineering Technicians (one L.L.S. and two E.I.T.'s), one Engineering Technician (L.S.I. and L.S.D.) and a full time Administrative Secretary. As people left for other employment opportunities and retired from service, positions were not refilled and as the economy faltered positions were eliminated from the budget. Presently we consist of one Senior Engineer (E.I.T.), one Senior Engineering Technician (L.S.I. and L.S.D.) and a temporary employee filling in for our vacant Part time Administrative Secretary position.

We have had significant increases over the last few years in plan submissions for site plans, subdivision plans and septic plans. We have also seen an increase in subdivision construction activity over the last few years with several new developers coming to Town. The engineering services the department provides include, but are not limited to, design review of plan submissions; the planning, survey

and design of engineering projects; construction inspection and management; management and maintenance of maps and records; overseeing private development of public improvements; support to various departments and boards as needed. The department was again highly involved with the continuance of the Road Program with the design and construction of North Policy Street and Hampstead Road. The department was involved with was the design and construction of the Raw Water Transmission Line from Arlington Lake to Canobie Lake. The department also received 287 site/subdivision plan submissions (our 2nd largest total in the last 10 years), 213 septic plan submissions (our largest total in the last 10 years); issued permits and performed inspections for 79 new septic systems installations, 38 repaired septic systems, 27 sewer service installations, 55 well installations, 25 driveway installations, 9 new subdivisions, 11 street openings, and 4 grease interceptor installations. We also issued 45 water service permits for which the water department performed the inspections. We also produced over 2,200 map prints, handled over 4,000 telephone calls, and had over 4,000 visitors to our office.

This year saw the retirement of Edward J Blaine, Jr., P.E. the Director of Engineering. His guidance and professional

municipal engineering experience will be sorely missed by the department and the community. We would like to sincerely thank him for his 12 years of service to the Town and congratulate him and wish him well in his retirement. With the retirement of Ed, the department saw a change as the management of all Capital Projects has been transferred to George W. Sealy in his new position as Capital Project Manager. We wish George well in his new role for the Town.

I would like to thank Joe Chamberlain and Shirley Begg for their hard work and dedication to getting the job done over the past year and wish them and the community a healthy and happy 1997.

Respectfully submitted,

James S. Brown
Senior Engineer

FINANCE DEPARTMENT

The Board of Selectmen reinstituted water service shut-offs for nonpayment of charges in the spring of 1995. 1996 was the first full year that the Town of Salem had terminated water service to any of its customers since 1986. During 1996, the Town sent certified notices to 1,066 of its utility accounts with advance warning of an impending service termination. We actually shut-off 24 services and, of those, 10 were vacant property. The Town has realized an improved cash flow for its utility funds and has significantly decreased the amount of utility charges that have gone to tax lien.

The former Assistant Finance Director, Cheryl-Ann Bolouk, was elected to the position of Tax Collector at the March Town election. The recruitment process for her

replacement solicited more than 120 applicants and culminated in the hiring of Linda D. Casey. Linda's experience and expertise have already proven to be an asset to the Finance Department.

One bond issue was approved at the 1996 Town Meeting for the construction of a water transmission pipeline from Arlington Pond to Canobie Lake. The total amount borrowed was \$2,900,000 with an average interest rate of 5.7126%.

Respectfully submitted,

Frances A. Bernard
Finance Director

FIRE DEPARTMENT

During 1996, Salem Fire Rescue experienced another year of continuing growth in service demand. Emergency incident frequency increased 4%. The combination of an aggressive fire prevention program, early warning and detection systems, and a healthy economy decreased the severity of our incidents. 3,595 incidents were managed with zero fire deaths.

Significant events included a four alarm fire at the LL& S Wood Chip Processing facility, the October flooding disaster and a December Northeaster that caused 10,000 occupancies to loose power. These events placed a heavy burden on our resources. Our people responded with professionalism, diligence and care, working very long hours, making personal sacrifices, demonstrating a strong commitment to Salem residents. Several Salem Fire personnel also volunteered their time to flood victims, pumping water, relocating furniture and personal property, offering support, empathy, and much needed assistance.

On the financial front, a number of capital improvement projects were completed. These included a 3 year project to upgrade our self-contained breathing apparatus, replacement of the community's heavy rescue vehicle,

Squad One, and procurement of our third heavy duty ambulance.

Due to projected budgetary shortfalls, on-duty minimum staffing was reduced from 12 to 10 personnel for the last 15 weeks of the year. This action reduced our tactical forces from four companies down to three. We were fortunate that fire frequency and severity were minimal during this time frame. We experienced increases in our response time as well as our use of mutual aid resources.

In the face of increasing service demand and reduced resources, I extend my gratitude to the members of Salem Fire, for their competence, their commitment, their professionalism and their continuing attention to exceptional customer service.

I conclude this report with a statistical breakdown of our operations, prevention and training division activity.

Respectfully submitted,

John R. Nadeau
Fire Chief

**Salem Fire Rescue
Emergency Response History**

	<u>1991</u>	<u>1992</u>	<u>1993</u>	<u>1994</u>	<u>1995</u>	<u>1996</u>
FIRE						
Structure Fires	125	41	48	72	69	72
Vehicle Fires	66	75	54	82	64	71
Woods/Grass Fires	162	85	85	125	173	109
Other Fire Emerg.	245	193	249	216	210	339
Service Calls	92	108	132	121	114	215
MVA/Extrication/Medical Aid	78	417	487	568	675	661
Fire Alarm Activation	466	436	443	469	519	451
Malicious False Alarm	32	28	18	28	43	44
Mutual Aid	38	33	32	23	28	26
Haz. Materials	72	63	77	99	85	112
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTALS	1,377	1,479	1,625	1,803	1,980	2,110
EMS						
Rescue 1 (Central)	1,211	1,125	1,283	1,280	1,481	1,406
Rescue 2 (North)	237	241	309	314	346	368
Rescue 3 (South)	256	421	439	530	607	625
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
TOTALS	1,804	1,787	2,031	2,124	2,434	2,399
COMBINED FIRE/ EMS RESPONSES	3,181	3,266	3,656	3,927	4,414	4,499

**Bureau of Fire Prevention
Activity 1996 Totals**

Automatic Extinguishing Systems	11
Automatic Ext. System Plans	7
Building Plans	44
Certificate of Occupancy - Commercial	51
Certificate of Occupancy - Residential	106
Complaint	68
Compliance	166
Construction	7
Consultation	41
Fire Alarm	46
Fire Alarm Plans	14
Fire Drills	36
Fire Investigation	19
Fire Lane Violations	19
Fire Response	31
Flammable Liquid Installation	2
Haz-Mat	1
Knox Box Service	9
LPG Installation	144
Oil Burner	127
Public Education Presentations	5
Public Assist	19
Public Education	20
Routine 1 & 2 Family	7
Routine Apartment	1
Routine Assembly	65
Routine Business	11
Routine Educational	1
Routine Health Care	1
Routine Industrial	2
Routine Mercantile	9
Routine Unusual	3
Site Plans	71
Sprinkler	61
Sprinkler Plans	22
Technical Assist	16
U/G Tank Removal	17
Wood Stove	24
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TOTAL	1,329

Fire Prevention Permit Summary Report 1996

Assembly	68
Automatic Exting. System	10
Blasting	7
Cutting & Welding	1
Exhibit/Trade Show	8
Explosives	1
Fire Alarm	51
Fireworks	3
Flamm./Comb. Liquids Installation	2
LPG Installation	158
Oil Burner	139
Sprinkler	60
U/G Tank Removal	18
Unvented Space Heater	1
Wood Stove	7
Wood/Coal Stove	11

TOTAL	545

Training Division Report

Training in support of emergency medical services.

Advance life support training topics.

EMS-ALS, Geriatric and pediatric patients.
 EMS-ALS, Stress and the paramedic.
 EMS-ALS, The cardiovascular system.
 EMS-ALS, The endotracheal tube intubation.
 EMS-ALS, Toxicology, alcoholism, and drug abuse.
 EMS-ALS, Trauma assessment.

Intermediate life support training topics.

EMS-DEFIB, Recertification refresher.
 EMS-IV, Practice in inserting IV needles.
 EMS-IV, Protocol update.

Basic life support training topics.

EMS-BLS, Advanced life support orientation.
 EMS-BLS, Airway management.
 EMS-BLS, Bleeding and shock.
 EMS-BLS, Body systems and trauma assessment.
 EMS-BLS, Carbon monoxide poisoning.
 EMS-BLS, Cardiac arrest.
 EMS-BLS, Comfort care program.

- EMS-BLS, Emergency childbirth.
- EMS-BLS, Liabilities in the emergency medical service.
- EMS-BLS, Motor vehicles involving air bags.
- EMS-BLS, New Hampshire emergency medical laws and regulations.
- EMS-BLS, Obstetrical emergencies.
- EMS-BLS, Orthopedic emergencies.
- EMS-BLS, Patient extrication from motor vehicles.
- EMS-BLS, Primary care assessment.
- EMS-BLS, Soft tissue injuries.
- EMS-BLS, Vial of life program.
- EMS-CPR, Recertification refresher.

Training in support of fire suppression and rescue services.

Rescue training topics.

- Basic rescue.
- Confined space rescue.
- Elevator rescue.
- Search and rescue techniques.
- Building collapse.
- Water rescue.

Fire suppression or operational training topics.

- SOP review, 006.001 - Organizational chart.
- SOP review, 200.001 - Emergency response procedure.
- SOP review, 201.002 - Incident command system.
- SOP review, 203.002 - In-house command.
- SOP review, 204.002 - Winter storm procedure.
- SOP review, 205.002 - Running cards.
- SOP review, 207.001 - Water department liaison.
- SOP review, 502.001 - Emergency welfare procedures.
- SOP review, 604.002 - Fire ground accountability system.
- SOP review, 704.002 - Do not resuscitate orders.
- SOP review, 705.002 - ALS level dispatches.
- SOP review, 706.001 - ALS equipment check.
- SOP review, 802.001 - Four gas air monitors.
- SOP review, 803.002 - Carbon monoxide emergencies.

SOUTHEASTERN N.H. HAZARDOUS MATERIALS MUTUAL AID DISTRICT

The Southeastern New Hampshire Hazardous Materials Mutual Aid District is organized as a regional solution to the hazardous materials problem. The purpose of the district is to prepare our communities, regionally, for responses to hazardous materials incidents, both with training and equipment. The 15 communities that comprise the district are: Auburn, Atkinson, Chester, Danville, Derry, East Derry, Hampstead, Hooksett, Hudson, Litchfield, Londonderry, Pelham, Plaistow, Salem, and Windham.

The District is managed by an Operations Committee, consisting of a Chief Officer from each member community, who carry out the day-to-day business of the organization; and a Board of Directors, consisting of an elected or appointed member of the municipal government in each community, who provide oversight and fiscal management.

District resources include two response trailers, equipped with generators, oil spill and decontamination equipment, and chemical reference materials. The District also owns a response truck, equipped in the same manner as the trailers. Equipment upgrades to the Derry Fire Department Special Services Vehicle, and the Pelham Fire Department Rescue Truck, enable these vehicles to function as mobile command posts, complete with computerized reference software, as well as radio, fax, and cellular communications. The District trailers and truck are strategically located to respond to any community requesting them.

Since the incident command system is mandated by law at a hazardous materials incident, the District has devised an on-call notification system whereby a member community may request Chief Officers from member communities to staff positions in the incident command system.

member communities, to conduct research, advise the incident commander on control activities and safety, and fill incident command system staff positions. They also assist member communities with planning, since the District has been recognized as a regional Local Emergency Planning Committee, to comply with SARA Title III of the federal regulations governing hazardous materials. This allows the District to be eligible for Emergency Management Assistance funding.

Training of approximately 1,000 personnel to meet federal response standards has been completed, and the training focus is now on required annual training.

The District is currently considering organizing a Level "B" hazardous materials response team, the members of whom would be on-call to respond to any member community to assist with control activities at a hazardous materials incident.

The District has and will continue to move forward to meet our original goal; to provide the most cost effective manner of responding to a hazardous materials incident.

Respectfully submitted,

For the Board of Directors

Donald Chase
Commissioner, East Derry Fire Precinct
Chairman, Board of Directors

For the Operations Committee

Chief Alan J. Sypek
Londonderry Fire Department
Chairman, Operations Committee

HEALTH DEPARTMENT

The Salem and Windham Groundwater Protection Reclassification Project remained the priority issue in the Health Department in 1996. Water issues and the pipeline construction were crucial this year and the Reclassification Project was one of the factors the New Hampshire Department of Environmental Services required as part of Salem's Water Management Plan.

Six technician team leaders are now on-call to respond to more than 150 on-site inspections were conducted and rated according to the Potential Contaminant Site (PCS) requirements established in NH RSA 485-C, Ground Water Protection and Env-421, Best Management Practices Rules. Of the 150 sites inspected, 75 met the PCS site definition, have brought all issues into compliance and have been charted on the town's Geographical Information Systems (GIS) Map. Sites will be added and deleted from the list as they relocate in and out of the Wellhead and Watershed Protection Areas in both Salem and Windham. The New Hampshire Department of Environmental Services established the Comprehensive State Groundwater Protection Program (CSGWPP) and it was requested that Salem's Health Officer represent local municipalities and Health Officers in this group. As groundwater protection legislation is developed, adopted and/or amended, local perspective was sought regarding the problems we encountered during the three-year reclassification process and how legislative changes could facilitate or clarify the process for other municipalities.

The Salem Health Department is also responsible for

routine public health, code enforcement and plan review inspections of food service establishments, day cares, massage establishments, tattoo and body piercing parlors and salvage yards. Additionally, environmental health concerns regarding failed septic systems; public health nuisances; lead, asbestos and radon contamination; some air quality and housing standards; rabies control; seasonal beach testing and groundwater protection issues are addressed and monitored.

Much has happened recently in the relationship between food production, food service and food-borne illness. Foods such as watermelon, cantaloupe, cider, lettuce mixes, raspberries and strawberries, all once considered potentially nonhazardous, have now been implicated in Salmonella, Shigella, Escherichia coli 0157H and Cyclospora food borne outbreaks. Such outbreaks remind regulators of the need for safe, licensed preparation processes for all foods. Recent code clarifications and changes to Chapter 196- Sanitary Food Code will address these timely issues. Home food manufacturing is now prohibited unless a separate, commercial, licensed kitchen is on site. Guidelines have also been established for charity bake sales.

As always, citizen input and comments are welcomed.

Respectfully submitted,

Suzanne B. Doucette
Health Officer

HUMAN RESOURCES

In April of this year I assumed the position of Human Resources Manager. One of the prime responsibilities was acquainting myself with the Town of Salem's operations and its employees. This required working closely with various department heads and establishing a working relationship with the many employees that serve the citizens of Salem.

Anne Priestley graciously oriented me to the diverse aspects of the department. Together we have begun the arduous task of building and rebuilding a department that we envision will become central to the personnel needs of the town's employees. The Human Resources Department incorporates the recommendations and experiences of the various service departments in the development of practices

and procedures that meet the needs of the town's employees.

The Human Resources Department has worked with employees in exploring alternative health insurance options. The Department has organized the necessary resources to conduct a series of activities, including employee education meetings, mailings, and workshops, explaining various health care plans that will provide employees with comprehensive, affordable, and quality programs. We will continue to review all options in 1997.

Additionally, the Human Resource Department monitors and carefully reviews workers' compensation claims. A major focus in 1997 will be emphasizing work programs

that allow and encourage injured employees to return to work and continuing education on the subject of workplace safety.

In 1997, the Human Resources Department will continue its development, labor relations, grievance resolution, employee assistance, and overall personnel administration. We look forward to a challenging and rewarding 1997 that

benefits not only the dedicated employees of the Town of Salem, but the community as well.

Respectfully submitted,

Mary E. Donovan
Human Resources Manager

HUMAN SERVICES DEPARTMENT

Salem's Town Welfare Department provides temporary assistance for food, heat and utilities, shelter and other necessities to residents who have no other resources to get them through difficult times or crises. The unemployment rate was fairly low most of the year in New Hampshire and in Salem in 1996 but the unemployment rate was rising in the last part of 1996. The Town assisted 220 households in 1996, approximately 580 individuals. Last year we had assisted 240 households and 550 individuals. More aid was provided to families in 1996. The budgetary cost for General Assistance in 1996 was \$120,000. In 1996 reimbursements from past aid provided was \$42,117. In addition the Town had clients participate in its Work

Program. The Work Program is a program where welfare recipients are put to work in various Town departments to repay the Town. We want to thank the Salem Kiwanis who provided Thanksgiving turkeys and baskets to needy Salem families.

Respectfully submitted,

Bob Loranger
Welfare Administrator

TOWN FUNDED HUMAN SERVICES

The Town funded the following agencies to help them with their missions and serve Salem residents in 1996:

The Salem Visiting Nurses Association (SVNA). The Salem VNA was allocated \$45,800 in town funding in 1996. After 30 years of providing health related services to Salem residents, the Salem VNA became defunct in early 1996. The Town of Salem contracted with two other vendors to assure Salem residents will receive the same medical services. The Town contracted with the **Northeast Rehabilitation Hospital** located in Salem to provide skilled home visits to Salem residents who do not have the necessary income for these services. Those services will include visits to newborns in Salem. In addition the Town of Salem contracted with the **Holy Family Hospital** to provide community health clinics for Salem's seniors and Salem's children. Holy Family Hospital provides blood pressure readings on a monthly basis at the Salem Senior Center and glucose screening every other month at the Salem Senior Center. They also provide flu shots for Salem Seniors and those at risk.

Greater Salem Caregivers (GSC).

The Greater Salem Caregivers received \$15,000 in Town

funding in 1996. GSC provides supportive services, through a network of volunteers to those who are frail, elderly, temporarily or permanently disabled, ill, homebound, and to those individuals with other "special needs." Volunteers provide rides for medical appointments, friendly visits, do errands, chores and minor repairs. Assistance is provided in locating other services, support, and professional care. In 1996 GSC served approximately 300 Salem residents with 3,859 units of service, primarily for transportation to medical appointments.

A Safe Place/Women's Resource Center/Rape and Assault Center.

These three agencies together received \$3,500 of Town funding in 1996. They provided direct services to battered women and their children including emergency shelter, a 24-hour crisis intervention hotline, court advocacy in obtaining protective restraining orders, support groups, peer counseling, in-shelter children's program, emergency transportation and referrals to community agencies and resources. These services are crucial if women and children are to be able to make transition out of abusive living situations, and live free from violence. More than

219 individuals were assisted with over 797 units of services in 1996. Over 820 educational units of services were also provided. A Safe Place has a drop-in center with part-time hours for the Greater Salem area in 1995. Their local telephone number is #890-6392

Retired Senior Volunteer Program (RSVP).

RSVP received a \$3,000 Town allocation in 1996. RSVP seeks to provide a recognized role in the community and a meaningful life retirement for older Americans 60 years and over. The RSVP program is people helping people, volunteers sharing their skills of a lifetime to support their communities. In 1996 Salem's RSVP volunteers contributed over 24,000 hours to 24 nonprofit agencies, such as the Salem Boys & Girls Club, SalemHaven Nursing Home, Millville Arms Association, Salem Association for Retarded Citizens, Salem Meals on Wheels, Greater Salem Caregivers, etc.

Big Brothers/Big Sisters Program.

The Big Brothers/Big Sisters received \$14,500 in Town funding in 1996. The purpose of Big Brothers/Big Sisters

is to provide 7-14 year old children from single parent families with consistent, one-to-one long term relationships with capable, caring adult volunteers. The program seeks not only to prevent problems but to promote healthy growth and development of boys and girls through the friendship and positive role model of a Big Brother/Big Sister. In 1996 there were 41 Little Brothers and Little Sisters matched with Big Brothers and Big Sisters.

Rockingham County Community Action Program (RCCAP).

RCCAP received \$16,190 in 1996. RCCAP'S mission is to serve the needs of the areas low income residents by assisting them in coping with the hardships of poverty. RCCAP has an outreach office in Salem and provided over \$87,803 of fuel assistance this year. It has also provided Salem residents with other services, WIC Program services, food, crisis assistance, lifeline services to the isolated elderly and disabled, etc. The total value of services to Salem residents was over \$611,558.

INFORMATION SERVICES DEPARTMENT

Salem's Information Services Department is charged with providing technology related services to all departments at the Town Hall, the Police Department, the Fire Department, the Public Works Department, the Water Treatment Plant and the Senior Center. These services include the procurement of computer hardware, software, supplies, and training tools. They also include software development, systems and data security, hardware and software training, hardware and software maintenance and technical support for the Town's computer users. Following is a brief description of the major projects we worked on this year.

(1) Progress towards the Town's Geographic Information System (GIS) was significant this year. In essence, a GIS is an 'electronic mapping' system. The final product will be a versatile, electronic planning tool that integrates map related information with text based data to form a complete electronic picture of the town's infrastructure. Maps produced during 1996 include Town Owned Land, Wellhead & Watershed Districts, Street Map, Potential Contaminate Sites, Residential Development & Growth Potential, Bedrock Water Potential, Road Overlay & Reconstruction, Gas Station Locator, Zoning, Possible Land Acquisition, Residential Subdivision History, Wetland Buffer and several maps for the Recreation Master Plan. Work continues on the development of geographic "layers" of information that will be accessible to Town Departments and eventually the public. Several

maps are now available for sale. The Engineering Department has a notebook available with a sample of those maps that are available for purchase. Plans are underway for a town wide flyover next spring. From the aerial photography will be extracted several more "layers" of geographic information to greatly enhance the value of the GIS.

(2) The development of the Town's internet web site has gone into full gear and should be on-line early in 1997.

(3) The payroll system was enhanced to include phone line transmission of payroll data to the bank. Previously, the payroll was sent by courier to the bank.

(4) The I.S. Department participated with the Utility Department in the redesign of the utility bill. The bill now provides a better history of billing and collections activity within the customers billing cycle.

(5) The process of licensing dogs was modified to conform to new rules and regulations associated with that process.

(6) As was the rest of the world, the town operations were affected by the changes in postal mailing regulations in the spring of 1996. This impacted the way we organized and costed bulk mailings. Modifications to our systems will be made on an on-going basis as changes are phased in by the US Postal Service.

(7) A modernization of our personal computer inventory was begun in 1996. Up until this year we were still using every personal computer we had purchased since 1985. Although some progress was made, much remains to be done. We still have several locations in town using pre-286 technology.

(8) We continued to expand the use of local area networks (LAN's) in town. The Town Hall was wired and connected, to the extent that the personal computer inventory allowed. The Central Fire Department saw the beginning stages of a LAN with some wiring and connections set up there as well. Network expansions will continue as money is available.

(9) Further automation of our telephone billing system from NYNEX was pursued. We will be receiving our telephone bills electronically in the future. With electronic billing, we will be able to distribute telephone charges to their proper accounts electronically thus reducing the

manual effort now needed to do so.

(10) In an effort to reduce the need for additional storage space for old paper records, we have begun scanning old Resident Tax reports into electronic form for permanent storage. Once accomplished, the space taken up by these old paper records can be freed up for some other use.

The mission of the Information Services Department is to maximize productivity and efficiency through the distribution of automated systems. In that regard, I want to sincerely thank my partners, Karen Landry and Brian Clapp, for doing their part towards the achievement of that goal.

Respectfully submitted,

John A. Bernard
Information Services Manager

PLANNING DEPARTMENT

The Planning Department consists of Planning Director Ross Moldoff and Administrative Secretary Lydia Fortier. The Assistant Planner's position has been vacant since May 1990 due to budgetary constraints. Our first responsibility is administering the Town's planning laws, including zoning, subdivision, site plan, and other regulations. This involves extensive dealings with the public, investigating complaints, (we issued 40 complaint letters or violation notices during the year), reviewing plans and proposals, inspecting sites, working with other staff, and arranging Planning Board meetings. In 1996, the Planning Board met 29 times and reviewed over 70 new plans. Major projects approved by the Board included 6 new subdivisions with a total of over 50 house lots, 2 industrial buildings, a large office building on Northeastern Boulevard, and a new ride at Canobie Lake Park. We also provide staff support to the Conservation Commission, which met 12 times and reviewed 40 plans in 1996, as well as provide clerical service to the Health Officer.

Our second major responsibility is long-range planning for the community. This involves updating and implementing the Town's Master Plan, proposing new regulations to control land development, helping to prepare the Capital Improvements Plan, and working on a variety of miscellaneous planning projects. Significant planning activities in 1996 included:

- * Working with the NH Department of transportation on several intersection improvement projects, including Route 111/Route 28, Pelham Road/Keewaydin Drive, and Main Street/Route 28.
- * Preparing the 1997 Zoning amendments.

- * Working with the Town's attorneys in the Rosen lawsuit and several other court cases.
- * Participating on the Rockingham County Economic Development Corporation's Board of Directors and on the Greater Salem Chamber of Commerce's Economic Development Committee.
- * Preparing a major overhaul of the Town's subdivision regulations.
- * Working with a consultant on the Residential Impact Fee Study.
- * Providing staff support to the Residential Growth Management Subcommittee
- * Overseeing an intern who prepared the Recreation Master Plan.
- * Assisting the Conservation Commission on acquisition of the Zion Hill Road parcel
- * Issuing gravel pit permits
- * Speaking to school children about Planning.

Much of our Planning work this year involved trying to manage the impact of the Town's continued growth and development. We urge citizens to participate in the Planning process by reading the Town's Master Plan and Land Use Controls Book, attending or watching meetings, voicing their opinions in person or by mail, volunteering for subcommittees, or visiting the Planning Department office. We thank everyone who worked with us in 1996 and we look forward to another productive year in 1997.

Respectfully submitted,

Ross A. Moldoff
Planning Director

POLICE DEPARTMENT

In 1996 the Salem Police Department consisted of 54 sworn police officers (an authorized strength of 50 officers with 4 more covered under various grants) and a support staff of 17 (clerical, dispatchers, prosecution, etc.). These employees approached serving the public in their assignments often with innovation and perseverance in strict fiscal constraints. It was apparent to me and the many members of the public who commented to me that they were clearly committed to providing a high level of service to the public while under those limitations. We thank you for your support.

PERSONNEL

During the summer of 1996 we saw the resignation of Officer Steven Dorsey and Dispatcher Maureen Pomeroy. Because of the budget restrictions we did not fill their positions for the balance of the year. We felt their loss both because of their professionalism and because of the voids caused by their unfilled vacancies.

We were fortunate to receive three separate grants during 1996 that allowed us to add three police officers to the department. In May Officer Tom Gallagher and John Lilly joined the Salem Department after serving other police agencies. Their skills and the fact they had already attended the Police Academy were put immediately to work and their contributions were immediately felt.

Officer Kevin Nolan was selected as our first Youth Officer and was assigned to the High School following funding through the Salem School District. His impact in just the first few months of school has exceeded our expectations and we look forward to greater links with

them in the coming years. Officer June Frechette was appointed to fill Officer Nolan's patrol vacancy. She has recently graduated from the NH Police Academy and will be on her own early in 1997.

Also during 1996 we had our prosecutor, Susan Boone resign. Prosecutor Marcia Leighninger came on board with us in April and has already made exceptional contributions in the area of court relations and prosecutions. Sharon Save also joined us in 1996 as a part-time secretary to assist with the voluminous workload in the area of Police Records. We welcome each of our new employees and look forward to the contributions they will be making.

CRIMINAL ACTIVITY

Because of on-going deficits in support personnel we do not maintain the ability to analyze criminal statistics to any preferred degree. While we had hoped to install the second half of computer software in this area in 1996; this was delayed because of budget shortfalls. We are confident we will have this software up and running in the first half of 1997 which will allow better analysis which should result and better deploying our personnel.

In the following statistics we are showing you comparisons between 1985, 1990 and this past year to illustrate the significant rise in activity the Department has been responding to. This increase can be attributed to in part to increases in commercial activity and related traffic as well as our failure to have adequate staffing to keep pace with these demands.

	<u>1995</u>	<u>1990</u>	<u>1996</u>	<u>%Change 85-96</u>
Total Part I Crimes*	1,138	1,665	2,274	+ 100%
M/V Accidents	258	855	1,330	+ 415.5%
Emergency Calls	1,619	2,934	4,258	+ 163%
M/V Stops	8,292	9,972	6,320	- 31.2%
(Enforcement Action Taken)				

*Part I Crimes are all the major categories

SERVICES TO THE COMMUNITY

We have been slowly changing the department's service philosophy towards one of "customer service" and Community Oriented Policing. Community Policing is a nebulous term, which means different things to different people. However, at its most basic, it means that the we will be attempting to be more responsive to the needs of the public, even if they involve solving problems that are not strictly of a criminal nature; that the we will involve

the schools and other public and private agencies and individuals in helping to prevent crime; and we will try to take advantage of any opportunity to interface with the public.

Our programs will be adopted with Community Policing in mind. Good examples of past successes that we will be building upon are the Bike Patrol, Citizens Police Academy, and Officers in the Schools among others.

COMMENTARY

I continue to be impressed with the output of the employees of this agency. I am now starting my third year in Salem, a time that has flown by. In that time I have demanded much from the officers and staff and each time they meet or exceed my expectations. For example, since I have come on board we are slowly re-writing the entire police procedures manual. We have adopted or revised over 40 new "General Orders" and have rescinded another 35 policies that were out of date. Each time the staff has adjusted to these new mandates which have brought into compliance with national standards.

The Town of Salem can certainly take pride in its police department. We have a good reputation with other criminal justice agencies for professionalism. And we continue to try and make improvements in all that we do

for the people we serve, the community of Salem. We appreciate you continued support and encourage you to call any time you might have comments, criticism or suggestions on how we may better serve you.

I wish to thank the Town Manager and Board of Selectmen for their continued support of this department. I also wish to express my appreciation of the other town department's assistance in aiding us to achieve our mission.

Respectfully submitted,

Stephen Mac Kinnon
Chief of Police

PUBLIC WORKS DEPARTMENT

ADMINISTRATION

1996 was again another busy year at the Public Works Department. There is an ever increasing demand for improved governmental services. Canobie Lake will continue to be the town's primary source of clean water for many years to come, but the long range water concerns for the town have been addressed with the construction of the Arlington Dam pipeline getting underway, this will ease the demand that the water system places on Canobie Lake. The pipeline is expected to come

on-line early in 1997. The entire year has been extremely wet with well above average rainfall and snowfall, that is normally expected for this area of New England.

Respectfully submitted,

William J. Duma
Public Works Director (Acting)

ANIMAL CONTROL DIVISION

The year 1996 was once again a busy one for the Animal Control Division, there were no reports of any rabid animals. This is good news for the Community. The Animal Control Officer (ACO) responded to over 2,350 citizen concerns, the majority of these calls (1,405) were reports of dogs running at large. This is an increase of over 385 complaints over the previous year. The ACO picked up 204 stray dogs, 327 stray cats and over 317 animal related calls. There were 156 warnings and 17 fines and 89 civil forfeitures issued.

As has been the custom for the last few years the Animal Control Division has worked closely with the Salem Animal Rescue League (S.A.R.L.) which uses the town's kennel facility. S.A.R.L. also has "Kitty City" at the kennel site, off Route 28, which offers cats for adoption to residents. Salem Animal Rescue League (S.A.R.L.) uses the kennel phone number 890-2166 and messages may be left on the answering machine for S.A.R.L.

There was a marked increase in dog licenses (2,795) issued in 1996. This was due in part to state mandated RSA 436:102, which requires each veterinarian to notify the Town Clerk at the time of vaccinating any dog or cat. Also effective in 1995 was RSA 466:13 which stated that the owner or keeper of a dog who fails to license the dog pursuant to RSA 466:1 (the proper license requirement) shall forfeit \$25.00 to the Town Clerk within 96 hours of notice of forfeiture. Failure to pay civil forfeiture shall be disposed of in Court. It should be noted all dogs over the age of three (3) months are required to be licensed every year by May 1. The license schedule is as follows: \$9.00 for any unaltered male or female, \$6.50 for any altered male or female, and \$2.00 for one (1) dog only, if owner is over 65. (Proof of age is required.)

There is a \$25.00 forfeit if not licensed by June 1 of each year, per RSA 466:13. There is a \$1.00 per month penalty if not licensed by June 1 of each year. Applicants must

bring current rabies and altering certificates or a copy of the old license to the Town Clerk.

The ACO traveled 12,989 miles throughout the year. The Animal Control Division received 32 animal bite reports during the year. The ACO can be reached Monday through Friday 7:00 a.m. - 3:30 p.m., by calling 890-2150, or after 3:30 p.m. and weekends through the Police Department at 890-2390 or 893-1911.

The men and women of the department will continue to

provide the best possible service to the community that funding will allow. My sincere gratitude to those employees of this department who on many occasions have "gone above and beyond the call of duty". Your dedication to your work is truly appreciated.

Respectfully submitted,

Paul W. Weed
Animal Control Officer

STREETS/SHOPS DIVISION

Over the past year the Streets & Shops Division was very instrumental in the construction and completion of several major projects within the Town of Salem. Some of these projects included the construction of 15 new catch basins and 1500 feet of drainage pipe, along with the paving of the Haigh Avenue area, and sections of Lawrence Road, South Policy Street, Brookdale Road, Brady Avenue and Hooker Farm Road.

The Streets & Shops Division repaired 65 Catch Basins and associated pipes, cleaned and inspected over 1,500 catch basins, replaced over 500 street and safety related signs due to vandalism or other sources, used 1,500 tons of hot top and 600 tons of cold patch for various types of normal and emergency road repairs, cut over 10 miles of roadside brush, and graded 15 miles of gravel roads.

The Streets & Shops Division, working along with several private contractors, installed 800 feet of Guardrail, removed over 75 dead or dangerous trees, painted all traffic lines and road markings, and maintained 45 traffic control signals. Winter maintenance of Salem's 350 lane miles of road consists of 28 Plow routes and 14 Salt and

Sand routes. In calendar year 1996 there were 15 plowing operations, with the annual snowfall totaling 107 inches. There were also 39 Salting and Sanding operations using 6,500 tons of salt and 6,000 tons of sand/salt mix to provide the safest possible driving conditions for our citizens.

The Streets & Shops Division (including the Fleet, Solid Waste and Streets sections) maintains and inspects 68 vehicles and 13 specialized pieces of equipment, excavates and hauls cover material for the wood and brush landfill at the Shannon Road Solid Waste Facility. The Division is on Emergency Call-back status, and responded to over 150 after normal work hour emergency calls during 1996. The Streets & Shops Division is made up of 18 very dedicated and experienced individuals, who are an asset to the Town of Salem, and are to be commended for a job well done.

Respectfully Submitted

William J. Duma, Jr.
Public Works Director (Acting)

PARKS & PROPERTIES DIVISION

PARKS:

The Parks Division is responsible for maintenance on 25 town owned buildings and many other town owned properties throughout the town, two town beaches, four tennis courts, 16 ballfields, one soccer field, two playgrounds and two small parks. The maintenance begins on these fields when the season begins in late April and until playoffs end in late October.

PROPERTIES:

This year the Parks & Properties Division completed several remodeling projects to town owned buildings which included the Public Works Building, Municipal

Office Building, Museum, Senior Center and Parks Building.

CEMETERIES:

We had 88 burials and 22 Cremations in 1996. We have three active cemeteries and two historic cemeteries which we maintain every year (grass cutting, trimming and fall leaf cleanup). We sold 100 lots this year, none of which were sold on a pre-need basis. Our expansion program is on schedule with the opening of Section 8 this past spring. We will continue to work on a Master Plan to develop the remaining five acres of land that the Town of Salem owns.

The Parks & Properties & Cemetery Division of the Public Works Department is made up of five dedicated individuals who also respond to winter weather emergencies and are an asset to the Town of Salem and are to be commended for a job well done.

My Thanks to Ron Paul, Chris Colella, Terry Boudreau and Gary Goodwin for a job well done.

Respectfully submitted,

Robert Dennis, Sr.
Parks/Properties Superintendent

UTILITIES DIVISION

In 1996 the Utilities Division was mainly focused on water supply issues. In depth testing last Winter at the Turner well turned up high hardness levels making the water too costly to treat. After gaining approval at Town Meeting in March, construction began on the Arlington Pond Pump Station and Pipeline in July. The research, testing and design review of this project kept the Division busy for most of the year. The project is scheduled to go on line in January of 1997. This addition to the water supply will serve the water demands of the town for years to come. I would like to thank all parties involved in the projects as well as the town as a whole for the coming together and facing such a critical problem head on and finding common ground on this issue.

Mother Nature cooperated with the town's water needs, providing a heavy winter snowfall as well as a cool and wet spring and summer. Canobie Lake levels came back to normal and all outdoor watering restrictions were lifted on July 15th. The town received 11 inches of rain in a 36 hour period on October 20 and 21. The Division played an important role in flood control by monitoring and adjusting flows from Wheeler Dam at Arlington Pond. Division personnel also worked closely with the Emergency Operations Center in town to provide flood relief in stricken neighborhoods as well as to insure that the integrity of our water system was not jeopardized during this extreme emergency. In addition, Division employees assisted in a comprehensive leak detection survey of the water distribution system in July. This survey detected 4 leaks all of which were repaired within three weeks of their detection.

Water Division:

Daily operations at the Canobie Lake Water Treatment Facility. Total water pumped from the Canobie Lake Water Treatment Facility as well as Donigian well was in excess of 823 million gallons for 1996. Water filtered at the facility is being monitored by instruments on a continuous basis. In addition, operators perform laboratory analysis on processed water 3 times a day. Filtered water in the distribution system is tested on a biweekly basis for coliform bacteria as well as chlorine residual. No coliform bacteria was detected in 1996. Salem's drinking water meets all federal and state regulations. We are in 100%

compliance with the Federal Safe Drinking Water Act.

Summary of Construction Oversee, Assist or Inspection Projects:

- (1) Rt.97 - Main St. - Changed 12 services over to new 12" water main, installed 220 ft. Of new 12" water main and 2 fire hydrants. Abandoned 4000 ft. Of 60 year old pipe.
- (2) Duffy Ave. - Installed 1100 ft. Of new, 6" pipe, 1 fire hydrant and 8 services to replace undersized 4" main and improve flows to the Barron Ave.
- (3) North Policy - Changed 33 services over to new 16" main, and installed 3 new fire hydrants to abandon 3500 ft of 700 year old 6" pipe.
- (4) Northeastern Blvd. - 1000 ft. of new 12" pipe and 2 fire hydrants. (Privately funded).
- (5) Ganley Drive - Extended 8" main 500 ft., 1 fire hydrant. (Privately funded).
- (6) Emilio Ln., (Off Liberty St.) - 1100 ft. Of new 8" main and 3 fire hydrants. (Privately funded).
- (7) Williston Rd., (Off Brady Ave.) - 450 ft. Of new 6" main and 1 fire hydrant. (Privately funded).
- (8) 7 Raymond Ave. - Extended 8" main 250 ft. And 1 fire hydrant. (Privately funded).
- (9) Hawkins Glen Ln. - 600 ft. Of 8" main and 1 fire hydrant. (Privately funded).
- (10) 16 Northwestern Dr. - 600 ft. Of 6" fire service. (Private funded).
- (11) 167 N. Broadway - Sullivan Tire, 150 ft. Of 6" fire service. (Privately funded).
- (12) Tested and inspected 42 new water services.

Repairs:

- (1) 15 Broken water mains.
- (2) Replaced 4 damaged fire hydrants.
- (3) Repaired 6 damaged fire hydrants.
- (4) Repaired 7 water service lines.
- (5) Repaired 47 water service shut-offs.
- (6) Repaired 8 water main valves.

In June of this year the division began to focus on completing our meter calibration program. The goal of the program was to check the inside meter reading against the outside meter remote reading on all of the water meters in

town. As of last year, 82.7% of the meters in town had their readings verified. We received no response from 13% of our customers. We are happy to report that the program was completed in September. 100% of the more than 6,000 water meters have been checked for discrepancies. This program was very beneficial to us in identifying those meters that needed to be repaired or replaced. The water meter section of the Division did an outstanding job in accomplishing this task. Water meter services were:

Calibration readings	999
Meter Update	32
Turn On	80
New Meters	94
Final Readings	252
Re-reads	818
Shut off/winter	106
Freeze-ups	13
Test/repairs	941
High Consumption	9
Certificate of Occupancy	59
Low Consumption	4
Construction Meter	1
Calibrate Meters	16

In addition to these construction projects the daily operations of the Utilities Division includes the following responsibilities:

- (1) Maintain 151 miles of water lines and all water gate boxes (water shut offs).
- (2) 702 fire hydrants are inspected and/or flagged each winter and spring.
- (3) All residential water meters 5,569 are read quarterly and repaired when necessary.
- (4) All commercial water meters 661 are read monthly and repaired as necessary.
- (5) Inspect and test all 642 cross connection devices (backflow check valves).
- (6) Maintain two 1.5 million gallon water towers, located on Lawrence Road and Howard Street.
- (7) Maintain Manor Parkway Booster Station which increases water pressure and provides fire

protection in the Industrial Park.

- (8) Maintain Route 97 and Salem Street water tie-in stations from Methuen, MA, record and monitor amounts of water purchased.
- (9) Donigian Well was utilized for 12 months.
- (10) Responded to over 100 Dig Safe requests for marking of water lines.

Sewer Division:

- (1) An inspection and cleaning of approximately 4000' of sewer line on Route 28 was done in the Summer and Fall.
- (2) Maintain sewer trunk lines (55 Miles).
- (3) Maintain sewer manholes (1,562).
- (4) Maintain 9 Sewer Lift Stations located on:

Butler Street	Keewaydin Drive
Commercial Drive	South Policy Street
Copper Beach Road	Stiles Road
Freedom Drive	Twinbrook Avenue
Haigh Avenue	

The Utilities Division of the Public Works Department consists of 13 knowledgeable employees whose job it is to provide the town with safe, clean drinking water and reliable wastewater removal. These two services are often overlooked and taken for granted but play an important role in the fight against disease and the promotion of Public Health in our Community. As always, we are on call 24 hours a day to respond to pumping emergencies, water main failures, home owner water emergencies and snow removal. I would like to publicly thank members of the Division for their dedication, hard work and desire to maintain the high quality of service that the town has come to expect from them.

Respectfully submitted

M. Joseph Geary
Utilities Manager

RECREATION DEPARTMENT

The Salem Recreation Department's mission is to develop and maintain the recreation and leisure resources of the community and to provide instructional programs with a high quality of skilled instructors and offer special events to the citizens of the Town of Salem.

The Recreation Department consists of one full-time coordinator and one temporary/part-time secretary. There are thirty-five temporary/part-time seasonal employees within the Recreation Department employed for the various programs offered throughout the year. The department is now located at 33 Geremonty Drive, Municipal Office Building.

We provide a variety of activities and special events for all ages. Instructional programs range from youth art classes, swimming lessons, tennis lessons to adult yoga, CPR courses and Open Gym programs. Special events such as the Halloween Costume party for young children had over 400 in attendance and sporting activities such as Red Sox game, July 4th Celebration, and Disney on Ice were only a few of the activities that the Recreation Department offered in 1996.

Hedgehog Park, the only Town beach, is located on Route 38, Lowell Road. 1996 was the first year that the Recreation Department has offered swimming lessons at the Park. There were over 45 individuals who participated with many receiving their Red Cross certification. Lessons will be offered again during the summer of 1997. This popular summertime swim area was used daily with nearly 100 season passes purchased by residents (families and individuals). Many changes have been proposed for the 1997 season. Over 450 individual residents used the Park through the purchase of a day pass. Many groups, including the Boy Scouts, Church groups and company outings, enjoyed the use of this facility for campouts and picnics.

A Facility Request Form must be submitted to the Salem Recreation Department by all individuals, businesses and organizations interested in using the Town of Salem's ballfields, including the School ballfields during the summer months, and beach facilities. This Form is to be at the Recreation Department two weeks prior to the requested date of use of the facility. This permit form can be obtained from the Recreation Department. All permit applicants must be 18 years of age or older. Permits will be issued or denied depending on the availability of the facility being requested.

The scheduling of fields, maintenance and overall use of Town and School fields is a coordinated effort of the Recreation Department, Department of Public Works Parks and Property Division, School Department, the Leagues and many volunteers. Thanks to all of you for your cooperation and understanding throughout the year!

In conclusion, I would like to thank all the Recreation Department's employees: Palmer School staff, lifeguards, playground staff, special needs coaches and the many other instructors of our individual programs for making 1996 a successful year for the Recreation Department. Special thanks to Esther Lucey, Recreation Secretary, and employees of the Parks and Property Division of the Public Works Department, plus the many businesses, civic organizations, volunteers, service groups, the Salem School District and the Recreation Advisory Committee members who have assisted and supported us in 1996.

Once again, thanks for a successful 1996. We look forward to offering you many programs in the upcoming year.

Respectfully Submitted,

Julie Kamal
Recreation Coordinator

SENIOR CITIZENS CENTER

The Salem Senior Center is open Monday through Friday from 9 a.m. to 5 p.m. year round. The seniors meet, join in activities and socialize with their friends. A noon meal is available, for a donation, and furnished by the Rockingham County Nutrition Program.

Activities offered are: Square Dancing; Arts & Crafts; Tai'Chi; Easy Tone Machines; Beano; Bridge; Knitting & Crocheting; Line and Square Dancing; Weight Loss Program; Painting; Ceramics; Scrabble; Whist; several card games; and the Salem Choral Group.

Week-long, overnight and day trips are offered. A van brings seniors to the Center early in the day for activities and/or lunch. They are picked up at their homes and returned following the meal and/or activity. The van takes them grocery shopping and on Monday and Thursday mornings provides transportation to medical appointments in Salem only.

The 22nd Annual Health and Information Fair was held in September. Screening and information tables were available and flu shots given free of charge.

By request, identification cards are furnished Salem residents 60 years of age or older. The Vial of Life Program consists of a statistical paper placed in a vial containing pertinent medical information. Medics and ambulance attendants are aware of this program. This information is used only in case of an accident or emergency.

Seniors volunteer at Salem Schools, local hospitals, municipal offices and the Center. The Golden Ages meet the second Monday of each month at 12:30 p.m.; the Council on Aging meet six times a year on the third Thursday at 5 p.m.; the Rebekahs meet the first and third Mondays at 7 p.m. All meetings are held at the Center.

The "Salem Senior Column" is published weekly in the Salem Observer, Manchester Union Leader, Silver Sentinel and The Eagle Tribune. The "Town Crier" is a newsletter compiled and mailed every other month to senior citizens. It informs them of activities in the community as well as other pertinent items. The Salem Police & Fire Departments are invited to submit informational articles for inclusion in this periodical. A volunteer editor is needed!

Each year the local V.F.W. sponsors a special Valentine

and Halloween Dance for the Seniors. The Derry/Salem Elks sponsors a Thanksgiving Day dinner at their lodge for people who have no place to go. Volunteers deliver to the homebound. The Salem High School Student Council sponsors the annual Senior Citizen "Young at Heart Ball" in April. The Salem Firemen sponsor a Spaghetti Luncheon during the holidays.

The "Good Morning" Program is a safety precaution for seniors living alone. The Living Will Program is available for seniors. There is help with Medicare, medical and income tax forms, general problems, referrals and disbursement of information (both general and specific). Free Notary Public services, referrals for legal assistance and Income Tax preparation are accessible. A blood pressure clinic is held at the Center the third Tuesday of each month at 12 noon. Blood sugar is taken every other month at 11 a.m. on the same day by certified public health personnel.

The Salem Senior Singers entertain residents of retirement and nursing homes in Salem and surrounding communities. The singers are well received wherever they go.

Seminars conducted by professionals in their fields included - "Making Sense of Medicare & Medicare Supplements"; "Long-Term Care"; U.S. Healthcare (HMO); "Protecting Your Assets"; Presentations were rendered by medical personnel on "The Aging Eye"; The Early Heart Attack Care Program".

The Seniors were enlightened on travel opportunities. An AARP "55 Alive" refresher course for drivers 50 years of age and over was held at the center. Also under the auspices of AARP - free tax assistance through the Tax-Aide Program which is available from February 1 through April 15.

This year we initiated an Art Gallery displaying the work of students in the Painting Class. Under the guidance of Angie Sparta, the students have built up a considerable collection. A painter is featured ad "Artist of the Month" and his/her endeavors displayed at the Center. Come and see what we're all about!

Respectfully submitted,

Sally Sweet
Elderly Services Coordinator

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM NH

YEAR ENDING MARCH 12, 1996

MS-61

ON LEVIES OF

1996

1995

1994

PRIOR

UNCOLLECTED TAXES

- BEG. OF YEAR:

Property Taxes	1,999,432.00	
Resident Taxes	38,310.00	28,750.00
Land Use Change	15,000.00	
Yield Taxes	0.00	6,147.00
Utilities	434,631.00	

TAXES COMMITTED

- THIS YEAR:

Property Taxes	0.00	
Resident Taxes	0.00	1,310.00
Land Use Change		6,500.00
Yield Taxes		0.00
Utilities	506,604.00	

OVERPAYMENT:

Property Taxes	0.00	0.00	0.00
Resident Taxes	0.00	11.00	
Land Use Change			
Yield Taxes			
Prepayments (Utilities)	4268.00	2613.00	
(Resident taxes)		33.00	

Interest Collected			
On Delinquent Tax	0.00	24,325.00	0.00

Collected Resident			
Tax Penalties	0.00	1,000.00	11.00

TOTAL DEBITS	\$ 510,872.00	\$ 2,523,165.00	\$ 34,908.00	0.00
	=====	=====	=====	=====

TAX COLLECTOR'S REPORT FOR THE TOWN OF SALEM N.H.

DR.	1995	***ON LEVIES OF*** 1994	1993	PRIOR
Unredeemed Liens Balance at Beg. Of Fiscal Yr.		912,740.00	537,857.00	51,856.00
Liens Executed During Fiscal Yr.	0.00			
Interest & Costs Coll. After Lien Execution	0.00	13,391.00	43,931.00	11,546.00
Overpayments	0.00	6.00		
 TOTAL DEBITS	 \$ 0.00	 \$ 926,137.00	 \$ 581,788.00	 63,402.00
	=====	=====	=====	=====
 CR.				
REMITTANCE TO TREASURER:				
Redemptions	0.00	75,957.00	150,115.00	13,664.00
Int./Costs (After Lien Execution)	0.00	13,391.00	43,931.00	11,547.00
Abatements of Unredeemed Taxes	0.00	0.00	19.00	0.00
Liens Deeded To Municipalities	0.00	0.00	0.00	
Unredeemed Liens Bal. End of Year	0.00	836,789.00	387,723.00	38,191.00
 TOTAL CREDITS	 \$ 0.00	 \$ 926,137.00	 \$ 581,788.00	 63,402.00
	=====	=====	=====	=====

TAX COLLECTOR'S SIGNATURE: Jacqueline D. Guenard DATE: Mar 14, 1996

FOR THE MUNICIPALITY OF SALEM NH

YEAR ENDING MARCH 12, 1996

ON LEVIES OF

	1996	1995	1994	PRIOR
REMITTED TO TREAS.				
DURING FY:				
Property Taxes	0.00	668,519.00		
Resident Taxes	0.00	10,134.00	120.00	
Land Use Change	0.00	15,000.00		
Yield Taxes		0.00		0.00
Utilities	304,579.00	367,026.00		
Interest	0.00	24,325.00		0.00
Penalties	0.00	1,000.00	11.00	

DISCOUNTS ALLOWED:

ABATEMENTS MADE:

Property Taxes	0.00	224.00	0.00
Resident Taxes	0.00	7,040.00	0.00
Land Use Change			
Yield Taxes		0.00	
Utilities	878.00		
Curr.Levy Deeded			

UNCOLLECTED TAXES

- END OF YEAR:

Property Taxes	0.00	1,330,689.00	
Resident Taxes	0.00	22,490.00	28,630.00
Land Use Change		6,500.00	
Yield Taxes		0.00	6,147.00
Utilities	205,415.00	70,218.00	

TOTAL CREDITS	\$	510,872.00	\$	2,523,165.00	\$	34,908.00	0.00
		=====		=====		=====	=====

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

MARCH 13 - DECEMBER 31, 1996

MS-61

DR.	1996	1995	1994	PRIOR
ON LEVIES OF				
UNCOLLECTED TAXES				
- MARCH 12, 1996:				
Property Taxes	xxxxxxxxxx	1,330,689		
Resident Taxes	xxxxxxxxxx	22,490	28,630	
Land Use Change	xxxxxxxxxx	6,500		
Yield Taxes	xxxxxxxxxx		6,147	
Utilities	205,415	70,218		
TAXES COMMITTED				
- MARCH 13 - DECEMBER 31, 1996:				
Property Taxes	38,055,723		xxxxxxxxxx	xxxxxxxxxx
Resident Taxes	207,170	360	xxxxxxxxxx	xxxxxxxxxx
Land Use Change	17,250	18,000	xxxxxxxxxx	xxxxxxxxxx
Yield Taxes	1,424	2,584	xxxxxxxxxx	xxxxxxxxxx
Utilities	3,379,912		xxxxxxxxxx	xxxxxxxxxx
OVERPAYMENT:				
Property Taxes	48,291	47,871	(199)	(447)
Resident Taxes	31	43		
Land Use Change				
Yield Taxes				
Interest Collected				
On Delinquent Tax	27,569	103,460	932	
Collected Resident				
Tax Penalties	571	453	46	
TOTAL DEBITS	<u>41,943,356</u>	<u>1,602,668</u>	<u>35,556</u>	<u>(447)</u>

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

MARCH 13 - DECEMBER 31, 1996

MS-61

CR.	***ON LEVIES OF***			
	1996	1995	1994	PRIOR
REMITTED TO TREASURER				
MARCH 13 - DECEMBER 31, 1996:				
Property Taxes	36,112,006	1,332,444	(199)	(447)
Resident Taxes	161,091	4,553	460	
Land Use Change	17,250	24,500		
Yield Taxes	211	2,584	6,147	
Utilities	3,142,227	70,218		
Interest	27,569	103,460	932	
Penalties	571	453	46	
Conversion to Lien				
DISCOUNTS ALLOWED:				
ABATEMENTS MADE:				
Property Taxes	81,776	46,030		
Resident Taxes	8,830	4,590	28,170	
Land Use Change				
Yield Taxes				
Utilities	14,028			
Current Levy Deeded				
UNCOLLECTED TAXES				
- END OF YEAR:				
Property Taxes	1,910,232	86		
Resident Taxes	37,280	13,750		
Land Use Change				
Yield Taxes	1,213			
Utilities	429,072			
TOTAL CREDITS	<u>41,943,356</u>	<u>1,602,668</u>	<u>35,556</u>	<u>(447)</u>

TAX COLLECTOR'S REPORT

FOR THE MUNICIPALITY OF SALEM, NH

MARCH 13 - DECEMBER 31, 1996

MS-61

DR.	1995	***ON LEVIES OF***		PRIOR
		1994	1993	
Unredeemed Liens				
- March 12, 1996:		836,789	387,723	38,191
Liens Executed				
- March 13 - December 31, 1996	1,054,260			
Interest & Costs				
- Coll. After Lien Execution	22,760	130,260	98,893	5,494
Overpayments		393		
TOTAL DEBITS	<u>1,077,020</u>	<u>967,442</u>	<u>486,616</u>	<u>43,685</u>

CR.
REMITTANCE TO TREASURER

Redemptions	373,078	334,292	380,444	15,455
Int./Costs (After Lien Execution)	22,760	130,260	98,893	5,494
Abatements of Unredeemed Taxes	75,607	71,261		
Liens Deeded To Municipalities	1,265	1,053	1,452	
Unredeemed Liens				
- Bal. End of Year	604,310	430,576	5,827	22,736
TOTAL CREDITS	<u>1,077,020</u>	<u>967,442</u>	<u>486,616</u>	<u>43,685</u>

TAX COLLECTOR'S SIGNATURE

Therese M. Solach

DATE:

1-20-97

TOWN CLERK

The Town Clerk's office was very busy in 1996. There was again a marked increase in the number of auto registrations which was reflected in the increase of motor vehicle tax revenues by \$377,184. Other revenues are shown in the statistical report of the Town Clerk, almost all of which show an increase over 1995.

The Town Clerk's office offers a variety of services to residents and businesses. It is responsible for auto registrations and title applications, marriage licenses, vital statistics, dog licenses, town records, voter registration applications and information, elections, UCC's, tax and other liens and attachments, dredge and fill applications, pole permits, Articles of Agreement (non-profit filings), oaths of office and Sheriff's writs.

The 1995 dog licensing law concerning compliance in dog licensing again was quite successful in 1996. It continues to cause many residents, who did not know about the dog licensing law, to initiate the procedure and comply with

state law. Almost 2000 new dogs were licensed in 1995 and 1996. In 1996 the dog license revenues were over \$20,000 compared to the \$8500 in 1994, before the dog license compliance law was enacted.

Due to the increase in the workload caused by registration increases and especially by the new dog licensing law, we were able to hire a new part time worker to our staff. We would like to welcome Deanna Tetreault who came to us from the Finance Department in July. I would also like to thank my deputy Mary Fawcett, who was enthusiastically welcomed back after being out for 8 weeks due to back surgery, bookkeeper Ruth Hayes, and assistant clerks Barbara LaPointe and Jackie Delaney for their dedicated public service and consistent professionalism..

Respectfully submitted,

Barbara M. Lessard
Town Clerk

Vital Statistics 1996

Recorded in Town Clerk's Office:	
Marriages	450
Births (Born in Salem)	0
Deaths	
Salem Residents--Died in Salem	73
Salem Residents--Died in other towns	71
Non-Residents----Died in Salem	10
Non-Residents----Buried in Salem	24

RECEIPTS 1996

Automobile Tax Permit 1996 (32,387)	\$2,940,387.00
Title Fees	13,308.00
Marriage License Fees*	18,468.00
Certified Copy Fees**	7,346.00
Dog License Fees***	
1995 (58)	585.00
1996 (2,782)	19,996.50
Elections	660.00
Uniform Commercial Code & Other Liens	18,222.25
Collection Fees	820.00
Filing Fees	59.00
Recording Fees	55.00
Legal Fees - Dogs	2,150.00
Dredge & Fill Applications	210.00
Pole Permits	10.00
Dog License Lists	130.00
Postage	97.19
Miscellaneous Receipt	51.50

\$3,022,555.44

*Less Remittance to State of NH for Marriage License Fees	-18,468.00
**Less Remittance to State of NH for Certified Copy Fees (479 copies @ \$6.00 ea. = \$2,874.00) (426 copies @ \$3.00 ea. = \$1,278.00)	- 4,152.00
***Less Remittance to State of NH for Dog License Fees (2,733 Licenses @ .50 ea. = \$1,366.50)	-1,366.50
***Less Remittance to State of NH for Animal Population Control Fees (2,546 Licenses @ \$2.00 ea - \$5,092.00)	- 5,092.00

\$2,993,476.94

SALEM DISTRICT COURT

The Salem District Court processed 5,814 cases in 1996 that reflects a slight increase (646 cases) over last year. Juvenile cases and DWI related offenses had a significant increase - juvenile from 478 to 421 and DWI from 222 to 280.

With regard to the increase in the juvenile caseload, a large percentage still involve out of state and town youths. The Town's youth services officer continues to work with many youths that are diverted from Court action which helps to reduce the caseload. In the DWI area, we continue to maintain that education of the public regarding impaired driving and the penalties are the motivating factor in deterrence.

The Greater Salem Council Against Family Violence continues to meet on a regular basis. The Council consists of local professionals and citizens who are concerned with the numerous problems associated with family violence and developing and improving effective prevention and intervention within the community and its service agencies. The main function is to inform the public of

ways to deal with the problem and seek assistance if necessary.

The special projects continue to operate effectively. The "paperless" warrant system is operating in Rockingham County and soon will be Statewide. The Jury Trial project is running smoothly and it is anticipated that the Derry/Salem trial management conference will be held here instead of in Portsmouth. This will be more work for the Court, but will be beneficial to the police department in the jurisdiction of the Court. Since July, Salem District Court has a Family Division that handles all marital, domestic violence, and juvenile matters. The Family Division has handled a total of 458 cases to date. The goal of the project is to improve service to families who come to Court.

Respectfully submitted,

Robert D. Marshall
Justice

FINANCIAL

REPORTS

PLODZIK & SANDERSON*Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380*INDEPENDENT AUDITOR'S REPORT ON FINANCIAL PRESENTATION*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the accompanying general-purpose financial statements of the Town of Salem as of and for the year ended December 31, 1995. These general-purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general-purpose financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards* issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general-purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general-purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall general-purpose financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

The general-purpose financial statements referred to above do not include the general fixed assets account group which should be included in order to conform with generally accepted accounting principles. As is the case with most municipal entities in the State of New Hampshire, the Town of Salem has not maintained historical cost records of its fixed assets. The amount that should be recorded in the general fixed assets account group is not known.

In our opinion, except for the effect on the financial statements of the omission described in the preceding paragraph, the general-purpose financial statements referred to above present fairly, in all material respects, the financial position of the Town of Salem, as of December 31, 1995, and the results of its operations and the cash flows of its nonexpendable trust funds for the year then ended in conformity with generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the general-purpose financial statements taken as a whole. The combining and individual fund financial statements listed in the table of contents are presented for purposes of additional analysis and are not a required part of the general-purpose financial statements of the Town of Salem. Such information has been subjected to the auditing procedures applied in the audit of the general-purpose financial statements and, in our opinion, is fairly presented in all material respects in relation to the general-purpose financial statements taken as a whole.

*Town of Salem**Independent Auditor's Report on Financial Presentation*

In accordance with *Government Auditing Standards*, we have also issued a report dated March 4, 1996 on our consideration of the Town of Salem's internal control structure and a report dated March 4, 1996 on its compliance with laws and regulations.

March 4, 1996


PLODZIK & SANDERSON
Professional Association

PLODZIK & SANDERSON*Professional Association/Accountants & Auditors*193 North Main Street • Concord • New Hampshire • 03301-5063 • 603-225-6996 • FAX-224-1380

*INDEPENDENT AUDITOR'S REPORT ON THE INTERNAL CONTROL
STRUCTURE BASED ON AN AUDIT OF GENERAL-PURPOSE
FINANCIAL STATEMENTS PERFORMED IN ACCORDANCE
WITH GOVERNMENT AUDITING STANDARDS*

To the Members of the
Board of Selectmen
Town of Salem
Salem, New Hampshire

We have audited the general-purpose financial statements of the Town of Salem, as of and for the year ended December 31, 1995, and have issued our report thereon, which was qualified as indicated therein, dated March 4, 1996.

We conducted our audit in accordance with generally accepted auditing standards and *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general-purpose financial statements are free of material misstatement.

The management of the Town of Salem is responsible for establishing and maintaining an internal control structure. In fulfilling this responsibility, estimates and judgments by management are required to assess the expected benefits and related costs of internal control structure policies and procedures. The objectives of an internal control structure are to provide management with reasonable, but not absolute, assurance that assets are safeguarded against loss from unauthorized use or disposition, and that transactions are executed in accordance with management's authorization and recorded properly to permit the preparation of general-purpose financial statements in accordance with generally accepted accounting principles. Because of inherent limitations in any internal control structure, errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the structure to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the effectiveness of the design and operation of policies and procedures may deteriorate.

In planning and performing our audit of the general-purpose financial statements of the Town of Salem for the year ended December 31, 1995, we obtained an understanding of the internal control structure. With respect to the internal control structure, we obtained an understanding of the design of relevant policies and procedures and whether they have been placed in operation, and we assessed control risk in order to determine our auditing procedures for the purpose of expressing our opinion on the general-purpose financial statements and not to provide assurance on the internal control structure. Accordingly, we do not express such an opinion.

*Town of Salem**Independent Auditor's Report on the Internal Control Structure Based on an Audit of General-Purpose Financial Statements Performed in Accordance with Government Auditing Standards*

We noted a certain matter involving the internal control structure and its operation that we consider to be a reportable condition under standards established by the American Institute of Certified Public Accountants. Reportable conditions involve matters coming to our attention relating to significant deficiencies in the design or operation of the internal control structure that, in our judgment, could adversely affect the Town's ability to record, process, summarize, and report financial data consistent with the assertions of management in the general-purpose financial statements.

A material weakness is a reportable condition in which the design or operation of one or more of the internal control structure elements does not reduce to a relatively low level the risk that errors or irregularities in amounts that would be material in relation to the general-purpose financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions.

Our consideration of the internal control structure would not necessarily disclose all matters in the internal control structure that might be reportable conditions and, accordingly, would not necessarily disclose all reportable conditions that are also considered to be material weaknesses as defined above.

However, we noted the following matter involving the internal control structure and its operation that we consider to be a material weakness as defined above. This condition was considered in determining the nature, timing and extent of the procedures to be performed in our audit of the financial statements of the Town of Salem for the year ended December 31, 1995.

LACK OF GENERAL FIXED ASSET RECORDS

The Town does not maintain detailed fixed asset accounting records. Detailed property records are required by generally accepted accounting principles and provide the basis for establishing procedures to assure accountability for and control over the Town's property, plant and equipment.

We recommend the Town establish a general fixed asset group of accounts to maintain records of all Town property. This will assist in assuring that the assets are properly insured and adequately safeguarded, and will provide valuable information for the Town to plan capital expenditures and future needs. This is a repeat recommendation.

We also noted other matters involving the internal control structure and its operation or opportunities for better efficiency and/or cost savings that we have discussed with management or specific individuals involved. These matters include the following:

POLICE OUTSIDE DETAIL FEES

We noted a deficit in the Police Outside Detail Fund of \$5,563 for 1995. Total revenues billed were \$512,048.

The deficit occurred because the billing rate charged for these services was insufficient to cover the costs.

*Town of Salem**Independent Auditor's Report on the Internal Control Structure Based on an Audit of General-Purpose Financial Statements Performed in Accordance with Government Auditing Standards*

We suggest that the billing rate be reviewed and adjustments considered to preclude the reoccurrence of this situation.

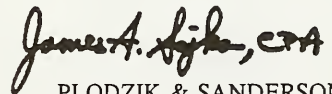
*FOLLOW-UP ON PRIOR-YEAR RECOMMENDATIONS**Effective Use of Purchase Orders*

In last year's audit report we commented on the failure of responsible individuals to always utilize the Town's purchase order policy. Out of 25 disbursement transactions tested, 4 contained a purchase order dated subsequent to the invoice date, and 1 transaction did not have a purchase order.

We extended this year's testing to 60 disbursement transactions. We found 3 instances where no purchase order was issued, primarily for tools and maintenance. These totaled \$335. There were also 2 cases whereby purchase orders were prepared subsequent to the invoice date. These totaled \$292.

The Town has issued a revised *Purchasing Policies and Procedures Manual* effective January 1, 1996. We have suggested, and management has concurred, a separate engagement to review compliance with the guidelines contained in the manual. We will issue a separate report on our findings upon completion of the review.

This report is intended for the information of management and the Town. However, this report is a matter of public record, and its distribution is not limited.



PLODZIK & SANDERSON
Professional Association

March 4, 1996

**STATEMENT OF APPROPRIATION
1996**

PURPOSES OF APPROPRIATIONS**GENERAL GOVERNMENT:**

Executive	224,219
Election, Registration	247,225
Financial Administration	914,845
Legal Expense	118,900
Personnel Administration	328,631
Planning and Zoning	131,141
General Government Building	189,394
Cemeteries	295,222
Insurance	300,965
Other General Government	416,309

PUBLIC SAFETY:

Police Department	4,177,697
Fire Department	4,399,499
Building Inspection	247,426
Outside Detail	598,818

HIGHWAYS AND STREETS:

Highways and Streets	2,284,701
Street Lighting	333,645

SANITATION:

Solid Waste Disposal	947,847
Sewage Collection & Disposal	1,894,293

WATER DISTRIBUTION & TREATMENT:

Water Services	2,902,473
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HEALTH:

Health Department	79,312
Animal Control	68,476

WELFARE:

Direct Assistance	239,564
Outside Human Services	117,990

CULTURE AND RECREATION:

Library	935,881
Parks and Recreation	191,058
Patriotic Purposes	15,800
Elderly	122,805

DEBT SERVICE:

Principal of Long-Term Bonds	691,640
Interest of Long-Term Bonds	314,700
Interest-Tax Anticipation	164,500

CAPITAL OUTLAY:

Capital Improvements	493,973
Special Articles	27,000

OPERATING TRANSFERS OUT:

Capital Reserve Funds	1,442,235
Capital Projects-Bonds	2,900,000
Special Revenue Funds	4,140

Total Appropriations	<u>28,762,324</u>
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SOURCES OF REVENUE**TAXES:**

Land Use Change Tax	20,000
Resident Taxes	210,740
Yield Taxes	2,900
Payment in Lieu of Taxes	22,000
Other Taxes	9,500
Interest & Penalties on Taxes	422,991

LICENSES, PERMITS AND FEES:

Business Licenses and Permits	180,212
Motor Vehicle Permits	2,750,000
Building Permits	104,540
Other Licenses, Permits & Fees	196,600

FROM STATE:

Shared Revenue-Block Grant	390,295
Highway Block Grant	364,178
Water Pollution Grants	134,050
Other	112,514

CHARGES FOR SERVICES:

Income from Departments	997,809
Outside Details	605,760

MISCELLANEOUS REVENUES:

Interest on Investments	470,000
Sale of Town Property	28,102
Other	689,110

INTERFUND OPERATING TRANSFERS:

Income from Sewer Fund	1,809,311
Income from Water Fund	2,902,473

Proceeds from Long Term Bonds	2,900,000
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Fund Balance	322,673
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Total Revenues and Credits	<u>15,645,758</u>
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GENERAL FUND

STATEMENT OF EXPENDITURES

1996

Selectmen	43,005
District Court	49,648
Town Manager	152,639
Legal	167,122
Human Resources	191,545
Employee Benefits	197,568
Boards and Committees	25,198
Municipal Buildings	189,744
Cable TV Channel 38	27,125
Finance	348,492
Information Services	213,564
Assessing	191,739
Town Clerk	196,849
Elections	45,157
Tax Collector	137,286
Debt Services	1,169,285
Insurance	288,725
Engineering	217,876
Planning	130,417
Inspections	244,129
Health	82,965
Police Department	4,201,472
Fire Department	4,354,197
Animal Control	75,680
Public Works	3,350,440
Lighting	333,445
Welfare	218,225
Outside Human Services	79,108
Recreation	186,640
Elderly	118,515
Youth Services	68,019
Library	918,864
Community Contributions	15,680
Capital Improvements	495,449
Land Acquisition	0
Elderly Vehicles	0
Recreation Leagues	13,000
Capital Reserve - Roads	1,375,985
Outside Details	700,911
School District	22,085,409
County Tax	2,418,548
	<u>45,319,665</u>
Grants/Donations	<u>134,569</u>
TOTAL	<u><u>45,454,234</u></u>

GENERAL FUND

COMPARATIVE STATEMENT OF APPROPRIATIONS
1996

	Budget	Expended	Encumbered	Balance
Selectmen	45,604	43,005		2,599
District Court	52,355	49,648		2,707
Town Manager	147,026	152,639		(5,613)
Legal	118,900	167,122		(48,222)
Human Resources	155,361	191,545		(36,184)
Employee Benefits	173,270	197,568		(24,298)
Boards and Committees	31,589	25,198		6,391
Municipal Buildings	189,394	189,744	1,484	(1,834)
Cable TV Channel 38	37,670	27,125		10,545
Finance	367,969	348,492	8,290	11,187
Information Services	213,995	213,564	216	215
Assessing	194,481	191,739		2,742
Town Clerk	201,504	196,849	240	4,415
Elections	45,721	45,157		564
Tax Collector	138,400	137,286		1,114
Debt Services	1,170,840	1,169,285		1,555
Insurance	300,965	288,725		12,240
Engineering	258,822	217,876		40,946
Planning	131,141	130,417	9,820	(9,096)
Inspections	247,426	244,129		3,297
Health	79,312	82,965		(3,653)
Police Department	4,177,697	4,201,472	2,830	(26,605)
Fire Department	4,399,499	4,354,197	9,631	35,671
Animal Control	68,476	75,680	414	(7,618)
Public Works	3,527,770	3,350,440	12,502	164,828
Lighting	333,645	333,445		200
Welfare	239,564	218,225		21,339
Outside Human Services	117,990	79,108		38,882
Recreation	191,058	186,640		4,418
Elderly	122,805	118,515	450	3,840
Youth Services	67,462	68,019		(557)
Library	935,881	918,864	12,872	4,145
Community Contributions	15,800	15,680		120
Capital Improvements	560,223	495,449	84,488	(19,714)
Special Articles	1,402,985	1,388,985	13,000	1,000
Outside Details	598,818	700,911		(102,093)
Grants/Donations	135,303	134,569		734
	21,196,721	20,950,277	156,237	90,207
Prior Year Encumbrances	268,929	263,959		4,970
	21,465,650	21,214,236	156,237	95,177
School & County	24,503,957	24,503,957		0
TOTAL	45,969,607	45,718,193	156,237	95,177

GENERAL FUND

STATEMENT OF RECEIPTS

1996

Property Tax-Current Year	36,112,006	Tattoo Parlor Licenses	2,600
Property Tax-Prior Years	2,000,317	Food Code Manual	30
Overlay	32,209	Massage Licenses	1,000
Resident Tax-Current Year	161,091	Other Health Dept. Licenses	535
Resident Tax-Prior Years	15,267	Police Alarm Permits	1,110
National Bank Stock Tax	0	Pistol Permits	1,280
Boat Tax	10,437	Police Reports	10,384
Land Use Change Tax	56,750	Outside Detail-Police	709,870
Yield Tax	8,942	Police Alarms	7,695
Interest on Taxes	482,561	Parking Fines	2,609
Resident Tax Penalties	2,081	Other Police Income	6,848
Miscellaneous Tax Charges	822	Witness Fees	13,200
NH Shared Revenue	942,242	Ambulance Fees	378,758
Railroad Tax	1,114	Other Fire Income	15,925
Highway Block Grant	364,178	Outside Detail-Fire	6,624
Civil Defense	7,456	Cemetery Lots	13,920
Highway Safety	11,934	Cemetery Openings	27,525
Water Pollution Projects	49,068	Maps-Engineering	4,432
Public Health Grant	7,437	Recycling	5,470
Other Governmental Revenue	68,828	Landfill Permits	50,540
Trotting and Racing Fees	131,800	Animal Control Fees	1,441
Sunday Sales	19,925	Other Public Works Income	0
Cable Franchise Fee	99,989	Landfill Tonnage Charges	64,914
Other Business Licenses	1,433	Landfill Interest	252
Elections and Registration	770	Scrap Metal	3,836
Public Hearings	6,067	Welfare Charges	3,662
Maps, Copies, Etc.	3,756	Welfare Liens	(34,154)
Land Use Ordinance	988	Recreation Charges	83,862
Community Profile	0	Library Fees	13,435
Development Handbook	10	Rockingham Nutrition	2,593
Master Plan	27	Sewer Administration Charges	61,000
Planning Board	19,770	Water Administration Charges	77,000
Auto Permits	2,937,991	Interest Earnings	414,746
Title Fees	13,300	Trust Fund Income	18,554
Marriage Licenses	18,468	Rent of Town Property	8,600
Dog Licenses	20,577	Court House Lease	281,239
Civil Forfeiture	2,150	Court Fines	6,025
UCC Filings	18,222	Return-Comp. Programs	343,186
Certified Copies	7,346	Payment in Lieu of Taxes	25,447
Recording & Other	437	Sale of Town Property	49,836
Miscellaneous Clerk Fees	1,015	Sale of Town Histories	330
Building Permits	144,976	Other Financing Sources	71,312
Electrical Permits	16,223	Miscellaneous Revenues	3,894
Plumbing Permits	5,307	Interfund Transfer	41,917
Other Inspection Permits	2,078	Use of Fund Balance	322,673
WSPCC Permits	2,986	Grants/Donations	138,979
Food Service Licenses	22,788	Bond Proceeds	2,900,000

49,998,073

GENERAL FUND**COMPARATIVE STATEMENT OF RECEIPTS
1996**

	<u>Estimated</u>	<u>Actual</u>	<u>Excess (Deficit)</u>
TAXES			
Property Tax-Current Year	38,047,575	36,112,006	(1,935,569)
Property Tax-Prior Year		2,000,317	2,000,317
Overlay	(253,108)	32,209	285,317
Land Use Change Tax	20,000	56,750	36,750
Resident Tax-Current Year	208,640	161,091	(47,549)
Resident Tax-Prior Year	2,100	15,267	13,167
Yield Taxes	2,900	8,942	6,042
Payment in Lieu of Taxes	22,000	25,447	3,447
Other Taxes	9,500	10,437	937
Interest & Penalties	422,991	484,642	61,651
LICENSES, PERMITS AND FEES			
Business Licenses & Permits	180,212	178,648	(1,564)
Motor Vehicle Permit Fees	2,750,000	2,937,991	187,991
Building Permits	104,540	168,584	64,044
Other Licenses, Permits & Fees	196,600	208,734	12,134
FROM STATE			
Shared Revenue	942,242	942,242	0
Highway Block Grant	364,178	364,178	0
Water Pollution Grants	49,068	49,068	0
Other	112,514	96,769	(15,745)
CHARGES FOR SERVICES			
Income from Departments	993,669	873,107	(120,562)
Outside Details	605,760	716,494	110,734
MISCELLANEOUS REVENUES			
Sale of Municipal Property	28,102	49,836	21,734
Interest on Investments	470,000	433,300	(36,700)
Other	689,110	710,362	21,252
Use of Fund Balance	322,673	322,673	0
Grants/Donations	<u>2,000</u>	<u>138,979</u>	<u>136,979</u>
	<u>46,293,266</u>	<u>47,098,073</u>	<u>804,807</u>

TAXES ASSESSED **1996**

TAX RATE COMPUTATION

Total Town Appropriations	28,762,324
Total Revenues and Credits	<u>(15,645,758)</u>
Net Town Appropriations	13,116,566
Net School Tax Assessment	22,811,300
County Tax Assessment	<u>2,418,548</u>
Total Town, School and County	38,346,414
Business Profits Tax Reimbursement	(551,947)
War Service Credits	193,100
Overlay	<u>253,108</u>
Property Taxes to be Raised	<u><u>38,240,675</u></u>

<u>VALUATION</u>	<u>TAX RATE</u>	<u>TAXES TO BE RAISED</u>
\$797,178,960	\$47.97	\$38,240,675

SEWER FUND

Purpose	Approp. 1996	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Personnel Services	138,737		145,558		(6,821)
Supplies	4,310		4,826		(516)
Services & Other Charges	1,751,246	1,494	1,712,194	132	40,414
Capital					0
Total	1,894,293	1,494	1,862,578	132	33,077
	Approp. 1996	Received			Balance
Revenue	1,894,293	2,253,205			358,912

WATER FUND

Purpose	Approp. 1996	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Personnel Services	495,597		518,119		(22,522)
Supplies	17,500		20,292		(2,792)
Services & Other Charges	1,854,376	6,665	1,582,149	3,735	275,157
Capital	535,000	21,747	605,948		(49,201)
Total	2,902,473	28,412	2,726,508	3,735	200,642
	Approp. 1996	Received			Balance
Revenue	2,902,473	1,973,924			(928,549)

RECREATION FUND

<u>Purpose</u>	<u>Approp. 1996</u>	<u>Prior Years Carry-Over</u>	<u>Expended</u>	<u>Encumbered</u>	<u>Balance + (-)</u>
Services & Other Charges	4,140		4,474		(334)
Total	4,140		4,474		(334)

	<u>Approp. 1996</u>	<u>Received</u>	<u>Balance</u>
Revenue	4,140	3,338	(802)

CAPITAL PROJECTS FUND 1996

Purpose	Approp. 1996	Prior Years Carry-Over	Expended	Encumbered	Balance + (-)
Water Treatment Plant		264,894	63,286		201,608
Road Improvements		174,060			174,060
Solid Waste Transfer Station		155,039	155,039		0
Arlington Pipeline	3,300,000		2,769,348	118,020	412,632
Total	<u>3,300,000</u>	<u>593,993</u>	<u>2,987,673</u>	<u>118,020</u>	<u>788,300</u>

Cash on hand 1/1/96	915,915
Receipts: Interest	57,658
Interfund Transfer	978
Bond Proceeds	2,900,000
Payments	<u>(3,139,860)</u>
Cash on hand 12/31/96	<u>734,691</u>

CONSERVATION COMMISSION 1996

Cash on hand 1/1/96	296,223
Receipts: Interest	11,895
Land Use Change Tax	20,875
Spicket River Clean-Up	1,900
Payments	<u>(186,244)</u>
Cash on hand 12/31/96	<u>144,649</u>

**STATEMENT OF TOWN DEBT
FOR THE YEAR ENDING DECEMBER 31, 1996**

ISSUE DATE	AMOUNT ORIGINAL ISSUE	INTEREST RATE	FINAL PAYMENT	1/1/96 OUTSTANDING DEBT	RETIRED DURING YEAR	NEW ISSUES	OUTSTANDING PRINCIPAL 12/31/96	PRINCIPAL DUJE 1997	PAYMENTS SUBSEQUENT YEARS
WATER BONDS									
1967	200,000	4.40	09/15/97	10,000	5,000		5,000	5,000	0
1978	780,000	6.18	12/01/98	105,000	35,000		70,000	35,000	35,000
1982	250,000	9.05	12/01/97	24,400	11,200		13,200	11,200	2,000
1985	600,000	9.20	03/01/05	324,071	37,500		286,571	36,618	249,953
1986	1,250,000	6.80	07/15/01	485,000	85,000		400,000	80,000	320,000
1987	92,782	7.40	01/15/08	59,582	4,600		54,982	3,400	51,582
1980	230,000	6.90	07/15/00	125,000	25,000		100,000	25,000	75,000
1994	4,500,000	5.83	05/15/14	4,275,000	225,000	2,900,000	4,050,000	225,000	3,825,000
1996	2,900,000	5.7126	08/15/16	4,275,000			2,900,000	65,000	2,835,000
	<u>10,822,782</u>			<u>5,408,053</u>	<u>428,300</u>	<u>2,900,000</u>	<u>7,879,753</u>	<u>486,218</u>	<u>7,393,535</u>
SEWER BONDS									
* 1967	500,000	4.20	08/15/97	20,000	10,000		10,000	10,000	0
1978	450,000	6.18	12/01/98	60,000	20,000		40,000	20,000	20,000
* 1982	600,000	9.05	12/01/97	52,920	27,160		25,760	27,160	(1,400)
1985	6,200,000	9.20	03/01/05	3,345,929	387,500		2,958,429	378,382	2,580,047
* 1987	2,207,218	7.08	01/15/08	1,410,418	110,400		1,300,018	111,600	1,188,418
	<u>9,957,218</u>			<u>4,889,267</u>	<u>555,060</u>	<u>0</u>	<u>4,334,207</u>	<u>547,142</u>	<u>3,787,065</u>
MUNICIPAL BONDS									
1982	2,100,000	9.05	12/01/97	188,040	94,920		93,120	94,920	(1,800)
1985	980,000	5.2483	08/15/05	980,000	100,000		880,000	100,000	780,000
1985	325,000	5.2469	08/15/00	325,000	65,000		260,000	65,000	195,000
	<u>3,405,000</u>			<u>1,493,040</u>	<u>259,920</u>	<u>0</u>	<u>1,233,120</u>	<u>259,920</u>	<u>973,200</u>
HIGHWAY BONDS									
1982	150,000	9.05	12/01/97	14,640	6,720		7,920	6,720	1,200
1984	1,650,000	5.43	08/15/04	1,485,000	165,000		1,320,000	165,000	1,155,000
1984	200,000	5.70	08/15/99	160,000	40,000		120,000	40,000	80,000
	<u>2,000,000</u>			<u>1,659,640</u>	<u>211,720</u>	<u>0</u>	<u>1,447,920</u>	<u>211,720</u>	<u>1,236,200</u>
TOTALS	<u>26,185,000</u>			<u>13,450,000</u>	<u>1,455,000</u>	<u>2,900,000</u>	<u>14,895,000</u>	<u>1,505,000</u>	<u>13,390,000</u>

* Partial or full payments of principal and interest guaranteed by State of New Hampshire

Reports of.....

1 9 9 6

B A L L O T

R E S U L T S

A N D

A R T I C L E

R E S U L T S



**OFFICIAL BALLOT
TOWN ELECTION
AND
SCHOOL DISTRICT ELECTION
SALEM, NEW HAMPSHIRE
MARCH 12, 1996**

Michael J. Carney
MICHAEL J. CARNEY,
SCHOOL DISTRICT CLERK

Barbara M. Lessard
BARBARA M. LESSARD, TOWN CLERK

INSTRUCTIONS TO VOTERS

TOTAL VOTES 3236

1. To vote, complete the arrow(s) pointing to your choice(s), like this:
2. To write-in a candidate not on the ballot, write the name on the line provided for the office and complete the arrow pointing to the write-in line, like this:

SCHOOL DISTRICT**For School Board Member**

For THREE Years Vote for ONE 2423

BERNARD W. M. CAMPBELL

68 (Write-In)

TOWN OFFICES**For Selectman**

For THREE Years Vote for TWO

ROBERT J. CAMPBELL 1591

EDWIN H. MANN 281

JOHN J. MANNING, JR. 799

EVERETT P. McBRIDE, JR. 1583

JOHN C. MORRIS 355

ARTHUR W. SMITH 990

23 (Write-In)

(Write-In)

For Town Moderator

For TWO Years Vote for ONE

LAURENCE N. BELAIR 2611

42 (Write-In)

For Town Clerk

For THREE Years Vote for ONE

BARBARA M. LESSARD 2792

19 (Write-In)

For Town Treasurer

For THREE Years Vote for ONE

CAROL MILLER 2502

21 (Write-In)

For Supervisor of the Checklist

For SIX Years Vote for ONE

JANICE K. HABIB 2533

12 (Write-In)

For Trustee of the Trust Funds

For THREE Years Vote for ONE

MICHAEL K. GAROFALO 2420

14 (Write-In)

For Budget Committee Member

For THREE Years Vote for TWO

ROBERT MAYER 2132

EARL K. MERROW 2210

48 (Write-In)

(Write-In)

TOWN OFFICES**For Library Trustee**

For THREE Years Vote for ONE

RICHARD T. COONEY 1195

MARTIN ISAKS 498

STEPHANIE MICKLON 1177

7 (Write-In)

For Tax Collector

For THREE Years Vote for ONE

CHERYL-ANN BOLOUK 1289

STEPHEN CAMPBELL 181

ANNETTE M. COOKE 493

BEN HOLMES 394

PETER J. PARHIALA 756

1 (Write-In)

ZONING ARTICLES

ARTICLE 2: Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the existing Open Space Preservation Ordinance by specifying purposes, procedures, standards, and design guidelines for open space subdivisions.)

YES 1983

NO 883

ARTICLE 3: Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt a new Home Occupations Ordinance which allows home occupations in certain residential districts and specifies permit procedures and criteria for allowing such uses.)

YES 1722

NO 1153

**TURN BALLOT OVER
TO CONTINUE VOTING**

ZONING ARTICLES

ARTICLE 4: Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the definition of wetlands in the Wetlands Ordinance to conform with State and Federal regulations and revise the procedure for incorrect designation of wetlands.)

2300
YES ☒ ☐
NO ☒ ☐
586

ARTICLE 5: Are you in favor of the adoption of Amendment No. 4 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would prohibit the use of very poorly drained soils and marshes in computing minimum lot sizes.)

2258
YES ☒ ☐
NO ☒ ☐
649

ARTICLE 6: Are you in favor of the adoption of Amendment No. 5 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would increase the minimum lot size for new lots in the Rural District from 30,000 s.f. to one acre, which is 43, 560 s.f.)

2285
YES ☒ ☐
NO ☒ ☐
656

ARTICLE 7: Are you in favor of the adoption of Amendment No. 6 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would revise the definition of "curved street" in the Zoning Ordinance.)

1918
YES ☒ ☐
NO ☒ ☐
717

ARTICLE 8: Are you in favor of the adoption of Amendment No. 7 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt the 1993 BOCA National Building Code except for applicable amendments in Chapter 147 of the Salem Code.)

1931
YES ☒ ☐
NO ☒ ☐
680

ARTICLE 9: Are you in favor of the adoption of Amendment No. 8 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt the 1992 NFPA Fire Prevention Code except for applicable amendments in Chapter 197 of the Salem Code.)

2136
YES ☒ ☐
NO ☒ ☐
524

ARTICLE 10: Are you in favor of the adoption of Amendment No. 9 as proposed by the Planning Board to the Town Zoning Ordinance as follows? (This amendment would adopt the 1994 NFPA Life Safety Code except for applicable amendments in Chapter 216 of the Salem Code.)

2109
YES ☒ ☐
NO ☒ ☐
523

ARTICLE 11: Are you in favor of the adoption of Amendment No. 10 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would restrict the size of retail stores in the Garabedian Drive/Hampshire Road area.)

Protest
Petition
Needs 2/3
Passed
2089
YES ☒ ☐
NO ☒ ☐
793

ARTICLE 12: Are you in favor of the adoption of Amendment No. 11 as proposed by the Planning Board to the Town Zoning Ordinance and Zoning Map as follows? (This amendment would rezone certain properties on Brady Avenue from Commercial-Industrial B District to Rural District.)

Protest
Petition
Needs 2/3
Passed
2000
YES ☒ ☐
NO ☒ ☐
837

ARTICLE 13: Are you in favor of the adoption of Amendment No. 12 as proposed by petition of the voters of this town? (This amendment would rezone property at 19 North Policy Street from partly Residential-partly Commercial-Industrial B District to all Residential District.) The Planning Board approves this amendment.

2164
YES ☒ ☐
NO ☒ ☐
715

ARTICLE 14: Are you in favor of the adoption of Amendment No. 13 as proposed by petition of the voters of this town? (This amendment would rezone property at 14-24 Kelly Road from Highway-Commercial District to Industrial District.) The Planning Board approves this amendment.

Protest
Petition
Needs 2/3
Failed
1722
YES ☒ ☐
NO ☒ ☐
1146

YOU HAVE NOW
COMPLETED VOTING.

1996 ANNUAL TOWN MEETING RESULTS

ARTICLE 15 & 15A: ARLINGTON POND TO CANOBIE LAKE **\$2,900,000 PASSED**
PIPELINE CONSTRUCTION & WATER
MANAGEMENT AGREEMENT

Bond Article 2/3 needed - Yes: 708 No: 339 Need: 698

Moved: Selectman McBride

2nd: Selectman Jones

(Moved amended to combine articles 15 & 15A)

ARTICLE 16: LOWER CANOBIE LAKE WATER INTAKE **\$375,000 TABLED**

Moved to table: Selectman Ellis

2nd: Selectman McBride

ARTICLE 17: ADOPT 96 TOWN OPERATING BUDGET **\$24,134,109 PASSED**

Moved: Selectman Jones

2nd: Selectman McBride

Amended from \$23,234,109 to \$23,734,109 for snow removal

Moved: Selectman Jones

2nd: Selectman McBride

Amended from \$23,734,109 to \$24,134,109 for water

Moved: Selectman Jones

2nd: Selectman Ellis

ARTICLE 18: FUND PUBLIC WORKS UNION CONTRACT **\$ 34,136 PASSED**

Moved: Selectman Ellis

2nd: Selectman Roulston

ARTICLE 19: FUND SEA OF NH UNION CONTRACT **\$32,399 PASSED**

Moved: Selectman Ellis

2nd: Selectman Jones

ARTICLE 20: FUND FIRE DEPT UNION CONTRACT **\$75,780 PASSED**

Moved: Selectman McBride

2nd: Selectman Ellis

ARTICLE 21: FUND POLICE DEPT UNION CONTRACT **\$78,390 PASSED**

Moved: Selectman Jones

2nd: Selectman McBride

ARTICLE 22:	FUND UNAFFILIATED EMPLOYEE COMPENSATION CHANGES	\$33,353	PASSED
	Moved: Selectman McBride 2nd: Selectman Ellis		
ARTICLE 23:	SUBSIDIZE OUTSIDE RECREATION PROGRAM	\$13,000	PASSED
	Moved: Selectman Jones 2nd: Selectman McBride		
ARTICLE 24:	ADDITIONAL POLICE OFFICERS	\$52,458	PASSED
	Moved: Selectman McBride 2nd: Selectman Jones		
ARTICLE 25:	ROADWAY IMPROVEMENTS CAPITAL RESERVE FUND STREET RESURFACING	\$185,985	PASSED
	Moved: Selectman Ellis 2nd: Stephen Campbell		
ARTICLE 26:	ROADWAY IMPROVEMENTS CAPITAL RESERVE FUND ROAD RECONSTRUCTION	\$1,190,000	PASSED
	Moved: Selectman McBride 2nd: Selectman Jones		
	(Moved as amended from \$1,340,000 to \$1,190,000)		
ARTICLE 27:	ACQUIRE LAND OFF EAST BROADWAY	\$1,000	PASSED
	Moved: Selectman Jones 2nd: Selectman Ellis		
	Amended to keep land in recreational use & to require 2 public hearings before any improvements & require sale to be brought before town meeting		
	Moved: Susan Lane 2nd: John Lukens		
ARTICLE 28:	PURCHASE VAN FOR SENIOR CITIZENS	\$13,000	PASSED
	Moved: Selectman Jones 2nd: Selectman McBride		
ARTICLE 29:	INCREASE CEILING OF PORTION OF THE LAND USE CHANGE TAX DEDICATED TO USE BY THE CONSERVATION COMMISSION		PASSED
	Moved: Selectman Jones 2nd: Earl Merrow		

ARTICLE 30:	ACCEPT & FUND STREET LIGHTS	\$5,265	PASSED
	Moved: Selectman Jones 2nd: Selectman Ellis (Moved amended from \$4,860 to \$5,265) Amended to only fund lights if the listed street has been accepted Moved: Selectman Campbell 2nd: Bernard H. Campbell		
ARTICLE 31:	AUTHORIZE EXPENDITURE OF INTEREST ON CAPITAL PROJECTS FUND	\$63,072	PASSED
	Moved: Selectman Ellis 2nd: Selectman McBride		
ARTICLE 32:	ACCEPTANCE OF ADDITIONS TO EXISTING FUNDS		PASSED
	Moved: Harley Featherston 2nd: Clark Johnson		
ARTICLE 33:	AUTHORIZE PLANNING BOARD ALTERNATES		PASSED
	Moved: Selectman Ellis 2nd: Selectman Jones		
ARTICLE 34:	AUTHORIZE UPDATES OF ADOPTED BUILDING CODES BY SELECTMEN	TABLED INDEFINITELY	
	Moved to table: Selectman Ellis 2nd: Selectman Jones		
ARTICLE 35:	AUTHORIZE SELECTMEN TO SELL TOWN-OWNED LAND		PASSED
	Moved: Selectman Campbell 2nd: Selectman Ellis Amended to add that abutters be given written notice Moved: John McShane 2nd: Selectman Campbell Amended to restrict sale of any land over \$10,000 appraised value Moved: Earl Merrow 2nd: Selectman McBride		

ARTICLE 36:	SALE OF TOWN OWNED LAND PINWOOD RD	PASSED
	Moved: Ed Beshara 2nd: Selectman Ellis	
	Amended to return article back to original wording from article read as amended	
	Moved: John McShane 2nd: Selectman Jones	
ARTICLE 37:	SALE OF TOWN OWNED LAND MCLAUGHLIN AVE	PASSED
	Moved: Selectman Ellis 2nd: Selectman McBride	
ARTICLE 37A:	SALE OF TOWN OWNED LAND SHADOW LAKE RD	PASSED
	Moved: Selectman Ellis 2nd: Selectman Jones	
ARTICLE 38:	HISTORIC DISTRICT COMMISSION ALTERNATES	PASSED
	Moved: Selectman Jones 2nd: Selectman McBride	
ARTICLE 39:	FUNDING OF KELLEY LIBRARY EMPLOYEES' ECONOMIC BENEFITS	\$13,449 PASSED
	Moved: Rosemarie Hartnett 2nd: Joseph Gagnon	
ARTICLE 40:	PAVE GROVE AVE	\$9,000 TABLED
	Moved to table: Donna Smith 2nd: Dick Fugere	
ARTICLE 41:	INSTALL TWO DRAIN BASINS AND NECESSARY DRAINAGE PIPES ON GOLDEN OAKS DRIVE	\$10,000 TABLED INDEFINITELY
	Moved to table: Selectman Campbell 2nd: Selectman Jones	
ARTICLE 42:	ACCEPT/FUND STREET LIGHTS	PASSED OVER
	Article was passed over because it was combined with Article 30	

ARTICLE 43: FUND COST TO GRADE, GRIND \$100,000 **DEFEATED**
& PAVE STREETS

Moved: Fritz Mueller
2nd: John Foye

ARTICLE 44: SALE OF TOWN OWNED LAND **DEFEATED**

Moved: James Broadhurst
2nd: Audrey Buchanan

ARTICLE 45: ESTABLISH RECREATION FUND **PASSED**

Moved: Selectman Jones
2nd: Selectman Ellis

Ballot vote: Yes - 79 No - 26 Blank - 1

ARTICLE 46: AUTHORIZE LAND TRANSFER **DEFEATED**

Moved: Selectman Campbell
2nd: Selectman Ellis

Amended to add to end "provided that any
agreement obtain approval of town meeting."

Moved: Harley Featherston
2nd: Stephen Campbell

**THIS IS A TRUE COPY OF THE RESULTS OF THE 1995 SALEM TOWN MEETING HELD ON
MARCH 16, 23, AND 30, 1996.**

ATTEST:

**BARBARA M. LESSARD
SALEM TOWN CLERK**

TOWN OF SALEM NEW HAMPSHIRE

EMERGENCY NUMBERS:

Ambulance	911
Fire	911
Police	911
Crime Line	893-6600
Emergency Management Center	890-2210

NEW DEPARTMENT NUMBERS:

General Information/Main Reception	890-2000
Board of Selectmen	890-2128
Town Manager	890-2120
Assessing Department	890-2010
Building Department (Permits & Inspections)	890-2020
Engineering Department	890-2030
Finance Department	890-2040
Fire Department (Non-Emergency)	890-2200
Health Department (Permits & Inspections)	890-2050
Human Resources Department (Personnel)	890-2070
Human Services Department (Public Assistance)	890-2130
Planning Department	890-2080
Police Department (Non-Emergency)	893-1911
Public Works Department	
General Information	890-2150
Transfer Station	890-2164
Animal Control	890-2390
Water Treatment Plant	890-2170
Cemeteries & Parks	890-2180
Purchasing Department	890-2090
Recreation Department	890-2140
Senior Citizens Center	890-2190
Tax Collector	890-2100
Town Clerk	890-2110

OTHER IMPORTANT NUMBERS:

District Court	893-4483
Fuel Assistance	898-8435
Housing Authority	893-6417
Kelley Library	898-7064
Museum	890-2280
Field of Dreams Park & Playground	893-6344
New Hampshire Registry of Motor Vehicles	893-8734

School Department:

Superintendent of Schools	893-7040
Barron School	893-7067
Mary Fisk School	893-7051
Walter Haigh School	893-7064
Lancaster School	893-7059
North Salem School	893-7062
Soule School	893-7053
Woodbury School	893-7055
Salem High School	893-7069



Canobie Lake